Southern Pacific Bulletin

DECEMBER 1921

HOSPITAL DEPARTMENT NUMBER

The Bulletin

Vol. X SAN FRANCISCO, DECEMBER, 1921 No. 12

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The Bulletin is Published Monthly in the Interest of and Distributed Free to the Employes of the Southern Pacific Company. Contributions Are Invited and Should be Addressed to the Editor, Bureau of News, 65 Market Street, San Francisco, California

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Pacific System's Big Human Repair Plant

Hospital Department Service of Southern Pacific Leads. General Hospital is One of the Finest in the World

By LOGAN W. EIB, Secretary, Hospital Department

BLAZING the trail, as it has done in numerous other activities, the Southern Pacific Company, then the Central Pacific, was the first railroad organization to establish a Hospital Department and erect a hospital building exclusively devoted to the care of railway employes. This was done in 1867, and, while practically all large railroad systems and industrial establishments in the United States are following the lead of the Southern Pacific Company by establishing similar departments in varying degrees, our own still retains the lead in its scope of activities.

The department furnishes the same care and attention to all employes, regardless of rank or where located throughout the entire Pacific System, covering nine thousand miles of road and reaching into six different states.

To care for its patients the Hospital Department has assigned to each operating division Division Surgeons, District Surgeons for the less important but large points, and Emergency Surgeons for the smaller points. Thus a representative is available at every station where a surgeon resides.

Compensation of Division and District Surgeons is based on the amount of service rendered and are furnished transportation on the same basis, while Emergency Surgeons are paid on a fee schedule, but receive no transportation.

435 Doctors on Staff

The department has on its staff 415 physicians and surgeons and 20 specialists and operates a general hospital in San Francisco of 250 bed capacity and 14 emergency hospitals or first aid stations. Besides these there are six regular "contract" hospitals at division terminals with which it has arrangements for the care of its cases. In emergencies when the general or division "contract" hospitals cannot be reached local hospitals are used. All cases requiring hospital care, however, are transferred to General Hospital at once if such movement can be made with safety and comfort to the patient. Otherwise, they are cared for in local hospitals until proper transfer can be accomplished, necessary attendants, professional or lay, in either instance being furnished by the department, as well as pullman accommodations and maintenance en route. The wisdom of this can readily be recognized—the inestimable advantage of consultation and attention by a complete staff of physicians, surgeons and specialists, having been specially experienced in the various branches of the healing art; hospital facilities far superior to any to be had elsewhere, in the West at least; the therapeutic value of the San Francisco climate and many other advantages too numerous to mention.

DR. F. K. AINSWORTH

Chief Surgeon and Manager, Hospital Department

Exclusive of the visiting staff there are 115 officers and employes in the General Hospital, being practically one employe to two patients, a ratio reached only in private hospitals operated for profit. The visiting staff consists of seven physicians and surgeons, one oculist and one aurist; the consulting staff, two physicians and surgeons, one oculist, two aurists, one urologist, one dermatologist, one nerologist, one orthopedic surgeon and one radiologist. All nurses are graduates.

Emergency Hospital Facilities

The emergency hospital at Sacramento contains 24 beds, is fully equipped in every way, with two visiting physicians and surgeons, one oculist and aurist, resident physician, three graduate nurses and druggist. Other emergency hospitals (with but two exceptions) contains three beds, with a graduate nurse in charge and on duty during working hours and a visiting physician and surgeon. In addition to these first aid stations, which are located at shop points and within shop yards where feasible, quite elaborate emergency medical and surgical boxes, containing first aid dressings and simple medicines, are furnished and maintained at shops, roundhouses, power plants, on steamers, depots, section and construction gangs, etc. —some 500 in number. Still further material in the way of first aid to the injured is furnished through small boxes installed in all baggage cars and cabooses and to small maintenance of way, bridge and buildings and other gangs—more than 2000 of these now being in service.

At points where Emergency Hospitals or First Aid Stations are located all injury cases, no matter how trivial, must be sent there at once for attention, thus preventing untold suffering and possibly unnecessary loss of eyes and limbs through the unskillful treatment by the so-called "shop doctor," or neglect until serious consequences may have arisen. Aside from this feature, the saving of time to both the employes and Company is quite a consideration.

It is also the department's duty to see that proper sanitation is maintained over the System and that water furnished to employes and passengers for domestic purposes is free from health hazards.

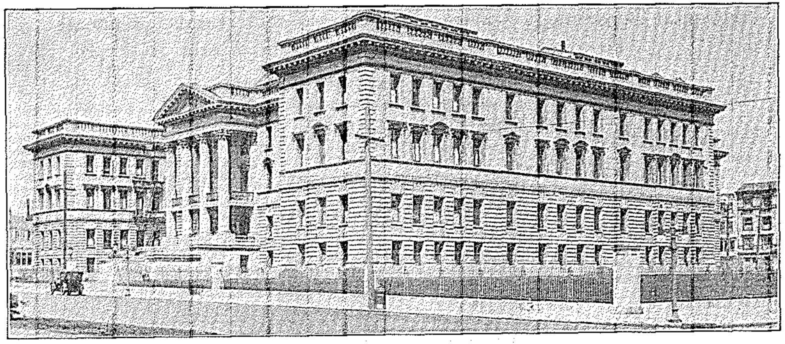
Activities During 1920

Some idea of the activities of the department may be gleaned from the following, representing the calendar year 1920:

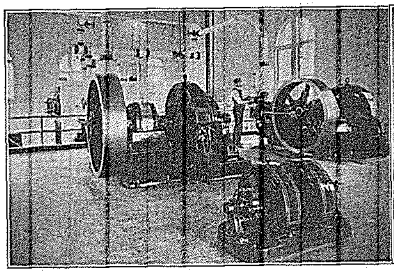
Hospital Service:	
Individual cases treated in General and "contract" hospitals, sick and injured	3,532
Days treatment	84,854
Outside service:	
Cases treated at offices and residences	95,763
Office visits	155,415
Residence visits	14,537
Emergency Hospital service	
Cases treated	28,386
Visits	52,825
Emergency and First Aid Box service:	
Cases treated	11,820
Treatments	12,030
Examinations made of applicants for employment to determine their fitness for the various branches of the service and to protect fellow employes and the traveling public	29,273

No distinction is made between injuries sustained on and off duty and in the General Hospital we are never without a dozen or more serious injury cases from automobile and motorcycle accidents. Certain reasonable restrictions as to care, of course, must be made and under our most reasonable rules benefits are not given for chronic diseases or disabilities acquired before

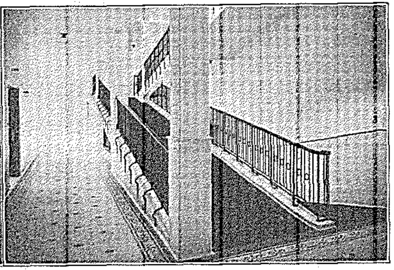
Where Sick and Injured Are Restored



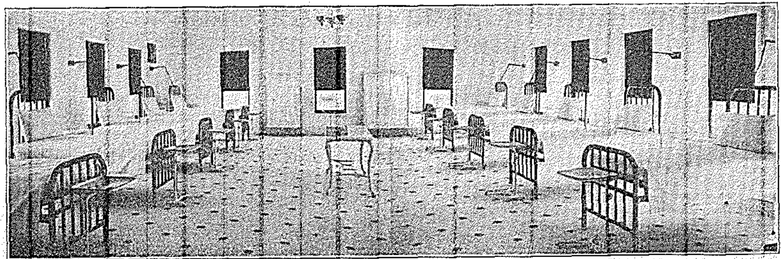
The main building of the General Hospital, San Francisco, which ranks with the finest institutions of its kind in the world. It was constructed at a cost of one million dollars in 1909 for the exclusive use of Southern Pacific employes.



The main engine room is quite an extensive plant in itself, and the engineering facilities are of the most modern type.



Inclines take the place of stairways from the first floor to the roof. These are supplemented by a suitable elevator system.



One of the twelve-bed wards of the General Hospital. Simplicity is the keynote of the interior, this making for sanitation, convenience and efficiency of management.

employes entered the company service, nor for conditions due to venereal diseases, vicious habits or those incurred in unlawful acts. It would be manifestly improper and unfair to expend the department's revenue in the care of such cases.

Officers' and Employes' Dues

The work of this department is, in a large measure, sustained through the collection of hospital dues from all officers and employes of the company, such dues being collected through pay roll deductions. But one increase has been made in dues since the department's inception in 1867 and that in March, 1920, when they were increased from the uniform deduction of 50 cents per month to the following graduated scale:

Those receiving under $85 per month 50c
Those receiving $85 and under $125 .... 65c
Those receiving $125 and over.. 75c

For the nominal fees above quoted employes are entitled to and receive all necessary medical and surgical attention at either their residences, surgeons' offices or hospital, together with hospital care, nursing and maintenance, medicines, surgical dressings, artificial limbs and appliances—in fact, everything that enters into the bill of expense when misfortune in the way of sickness or accident befalls us.

The increase in dues would not have been made except for absolute necessity, due, in a measure, to the enormous increase in cost of everything purchased for the care of the sick and injured, but more particularly to the demand of our surgeons over the system for compensation at least approximately commensurate with the amount and quality of services rendered. Some notion of the increased burden may be gained through the fact that the cost of operation of the General Hospital, San Francisco, alone, exclusive of professional services, rose from $400 per day in 1914 to $800 in 1920. With the revenue made available through the really negligible increase in dues we were able to fairly well satisfy the most reasonable demand of our surgeons, though many of them are not yet receiving just recognition for their invaluable services. However, we hope to be able to carry on until expenses in other directions have more nearly reached a pre-war basis, thus releasing some of our revenue which may be applied to them, as well as providing for our ever extending service.

The Company's Part

A large share of the expense of operating our hospital department is borne by the company itself and it is only through its assistance, both financial and otherwise, that it is possible to render to employes the class of service they now receive for a meager monthly sum. How helpful the company is in maintaining this department will be evident when it is considered that the department is afforded, absolutely without cost, the free use of each and every department of the company—the treasury by collecting the dues and paying our bills; the auditing, by keeping detail accounts of our transactions; the freight, by transporting our necessities, the telegraph, by handling our necessarily heavy wire business, etc. Free transportation is supplied in the movement of patients and their attendants and to surgeons and their families to the value of many thousands of dollars yearly, (in the calendar year 1920 its actual cash value was $124,268.89). In addition to all this, the company makes a very liberal contribution in cash.

Our story would not be complete without a short description of the General Hospital plant at San Francisco, completed in 1909. Details of its construction and equipment are credited to Dr. Ainsworth, chief surgeon and manager, who is credited with the many fine features embodied in this wonderful institution. Occupying a city block, it is unquestionably one of the finest and best equipped institutions in the world and is ideally located near the "Panhandle" of Golden Gate Park which with its eleven hundred acres of fairyland afford an unrestricted recreation for ambulatory cases.

Cost a Million Dollars

A round million of money went into this great human repair shop, consisting of a series of buildings of re-enforced concrete with ornamental brick walls. The main building, or hospital proper, is four stories in height and forms a huge letter E. To the rear of this are lesser structures, similar in design, consisting of a power house, Huntington Social Hall and employes building, the first floor of which houses the laundry, carpenter and paint shops and the medical and surgical supply department. On the first floor of the main building the departments of radiography, mechanotherapy, electrotherapy, thermotherapy, hydrotherapy and massage, dispensary, kitchens and dining rooms are located. In the mechanotherapy department are appliances for the quick repair of the injured not to be found in any similar institution on the Pacific coast. Improvements in radiographic equipment, both for making pictures, examination and treatment of patients have been so numerous and rapid that it is up to date not more than two or three years. Since the hospital was opened in 1909 two sets have been scrapped and later models supplied and the third representing the "last word" in this class of equipment has only recently been installed at a cost of $7,500.

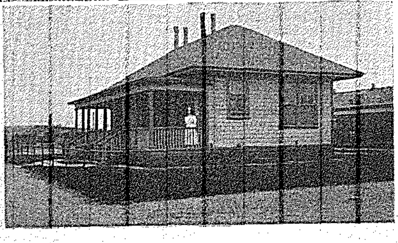
The center of the second floor contains the administrative offices, dressing and examination rooms, library, staff rooms and eye and ear department. Wards and rooms are located in each wing.

The third floor consists of wards and rooms, with necessary diet kitchens and supply rooms only.

The fourth floor contains wards and rooms and a most completely equipped and up-to-date operating department.

On the spacious glass-screened roof is accommodation for open air treatment for twenty-five patients, where they sleep, eat and live in the glorious open air. Here the pathological and research

The first hospital ever built for the exclusive use of railroad employes. It was erected by the Company at Sacramento in the early seventies.



Yard Emergency Hospital, Oakland, Cal. This is the standard type located at various points on the Pacific System.

laboratories of the department are located.

Finest Modern Construction

There are no wooden floors throughout the building. the floor space being entirely covered by tiling, as are all corridor walls to the height of four feet. There are no staircases in the main building, but an incline leading from first floor to the roof so that patients and employes may move freely through the building. The walls and ceilings are enameled and the woodwork is of prima vera, with one panel doors throughout, thus eliminating all corners and crevices for the collection of dust.

The Huntington Social Hall, provided for the benefit of convalescent patients, was the gift of Mr. and Mrs. H. E. Huntington as a memorial to Collis P. Huntington, for many years president of the Southern Pacific Company.

Th research laboratory on the roof is maintained by an endowment set aside by Mrs. E. H. Harriman in memory of her husband.

The large Emergency Hospital at Sacramento was a gift to the Southern Pacific Company by the Crocker Estate Company.

AGENT AIDS NEWSPAPER IN MOVE AGAINST JITNEYS

P. G. Vickers, Agent at Woodburn, Ore., joined the great number of Southern Pacific Company employes who have been directing public attention to unfair competition from auto buses and trucks, provided the information upon which the following recent article in the Woodburn "Independent" was based:

"Southern Pacific employes in Woodburn have been organized to promote a campaign against commercial auto trucks and passenger auto stage lines. Railroad labor unions here will hold a joint meeting in the near future to organize one large union to handle this campaign and take up other matters of interest to the railroads.

"The Southern Pacific employes maintain that the trucks and stages are menacing the railroad business and may throw many men out of employment. They demand that the motor vehicles be placed under regulations.

"The Southern Pacific pay roll for the employes at this station, including train crews that terminate here, amounts to about $4000 per month, the largest pay roll in Woodburn, the most of this amount being left here by employes that live here. The Southern Pacific pays more taxes in Woodburn and the county of Marion than any other corporation.

"The companies or individuals that own and operate the stages and commercial auto trucks do not live here. They have no pay roll here. Why should the business men or citizens of Woodburn patronize them?"

Books on Railroad Operation

AT THE request of the Southern Pacific "Bulletin," the following list of books is suggested by the Bureau of Railway Economics, Washington, D. C., for study by railroad employes interested in the theory and practice of railroading:

Economics of Railway Operation, by M. L. Byers, The Engineering News Publishing Company, New York.
  Part I: Organization.
  Part V: Economics operation.
  Part VI: Analysis of operations and control of expenses.

Railway Organization and Working. A series of lectures delivered before the railway classes of the University of Chicago, edited by Ernest Ritson Dewsnup, Chicago. The University of Chicago Press.
  This volume is published under the auspices of the Advisory Board on Railway Education.

Freight Terminals and Trains, by J. A. Droege, including a revision of Yards and Terminals. New York, McGraw-Hill Book Company.

Passenger Terminals and Trains, McGraw-Hill Book Company, Inc., N. Y.

Efficiency Railway Operation, by H. S. Haines. The MacMillan Company, New York.

The Working of the Railroads, by L. G. McPherson. H. Holt & Co., New York.
  The contents of this book are constituted, with some modification, of the lectures delivered by the author in the Course on transportation at John Hopkins University.

Railroad Administration, by Ray Morris. D. Appleton & Co., New York and London.
  The organization required for the management of a small railroad, contains discussion on operating and other departments of a road fifty miles long, with charts, and brief descriptions of duties and responsibilities of the various officers.
  Chapter III: The organization of a large railroad, discusses various types of organization of American railroads.
  Chapter V: The Officers: discusses duties of officers of railroads.

Railway Organization and Management, by Jas. Peabody. LaSalle Extension University, Chicago.

Operation of Trains and Station Work and Telegraphy, by Frederick J. Prior. F. J. Drake & Co., Chicago.
  Standard Code Train Rules, includes Rules for single track, and Rules for movement by train orders.
  Trainmen's Examination.
  Rulings of American Railway Association.
  General Rules for operation on trains and handling of freight and passengers.

Railroad Operating Costs; a series of original studies in operating costs of leading American railroads. Suffern & Son, New York.

Railroad Operating Costs arranged to include the operations of 1911. A continuation of studies in operating costs of the leading American railroads.

U. S. Bureau of Labor Statistics.—Descriptions of Occupations. Metal working, building and general construction, railroad transportation. Prepared for the U. S. Employment Service.

Railroad Transportation Occupations—Gives kindred occupations, description of job, qualifications for same, and educational requirements for different branches of railroad service.

LAD WHO SAVED TRAIN IS NOW S. P. EMPLOYE

On January 21, 1917, the Southern Pacific Company had a portion of its track washed out on the Nordhoff Cal. (Ojai) line on account of the water that was used for irrigating purposes on an adjacent orchard being diverted on our track.

Just after the washout occurred a number of boys passed on their way to a swimming pool—and one of them, Willie Anderson, noticed this dangerous condition. He remarked to the rest of the boys that he thought they should stay there and stop a train he knew was just about due. The rest of the boys told him that on account of their having very little time they were going swimming and thought the train should take care of itself. However, Willie Anderson decided to stay, and he then proceeded in the direction of the approaching train for about a quarter of a mile, stopped the train and advised them of the dangerous condition ahead. The train crew took the boy's name and upon their arrival at Ventura reported the matter. This was handled thru the proper channels and on February 17th, 1917, Superintendent W. H. Whalen at Ventura presented Willie Anderson with a gold watch and chain. On the back of the watch was inscribed:

"Presented to William Austin Anderson of the Southern Pacific Company in appreciation of his avoiding an accident on January 21, 1917."

Since that time Willie Anderson has completed his schooling and served three years as machinist apprentice—and on October 4, 1921, he entered the employ of the Southern Pacific Company in the Los Angeles Shops in order that he may complete his apprenticeship and continue in the employ of the Southern Pacific Company.

'Three Business Giants for Whom I Worked'

A. C. Hutchinson, Collis P. Huntington and E. H. Harriman Placed No Limit on Work. What Southern Pacific Offers Ambitious

By J. KRUTTSCHNITT,
Chairman of the Executive Committee and Board of Directors.

(Reprinted from American Magazine of November, 1921)

THE biggest men I have known have always been the men who could carry the heaviest burdens of work. Not carry them for just a shift; but carry them day in and day out and, if necessary, twenty-four hours a day.

I have had the privilege of serving under three great men. All of them are now dead. But with the exception of one, their names are known to everyone: A. C. Hutchinson, Collis P. Huntington, and E. H. Harriman. They were very different kinds of men, but they had two things in common: Their names began with the letter "H"—and they did not know that work had its limits.

Take Mr. Harriman: I entered service under him in the latter half of the year 1901. Mr. Huntington had died August 13th, 1900, and Mr. Harriman had purchased, for Union Pacific interests, a control of Southern Pacific Company's stock. In consequence, at the annual election in April, 1901, he was elected chairman of the Southern Pacific Company, with Mr. Charles M. Hays as president. On the retirement of Mr. Hays later in the year, Mr. Harriman became president as well as chairman, and made me his assistant, with headquarters in San Francisco.

I had grown up on the Southern Pacific, and at the time of my appointment did not know Mr. Harriman. I had seen him and had met him just once. And as he had the reputation of being rather a hard man to get along with, I felt a good deal of apprehension as to my future relations with him. I soon found that this fear was groundless—but nevertheless I had it at the beginning.

The popular picture of Mr. Harriman as an autocrat is not a true one. He was a strict disciplinarian, but absolutely just; and no man ever lived who was more considerate of the feelings of those who worked for him and enjoyed his confidence.

The fierce competitive contests in which his properties were necessarily involved were really wars. Mr. Harriman nearly always came out victor. He made enemies, who gave the public false impressions of him as a man. Unfortunately, he took little trouble to remove these ideas until the last years of his life—when it was all but too late. The public then only slightly realized that, although it was true that he had made a fortune for himself, his fortune was trifling compared with the money he made for others and with the wealth he added to the country.

Feeling a natural apprehension on entering the service of a new employer and fear as to the outcome of my new and heavy responsibilities as an assistant to an executive of Mr. Harriman's ability and genius, I tried to find out from railroad friends already in his service something as to his personal characteristics.

Compel Recognition by Character of Service You Render

A MAN cannot expect to go on to a larger office, to have a larger voice in the management of affairs, unless he is familiar with all the preliminary stages. That is the reason why we want a man to start at the bottom.

"It is most unfortunate for men to get into the habit of searching out 'good jobs.' They seldom amount to anything; for the kind of company that always wants people who have gained their knowledge elsewhere is not the best kind of a company to be with.

"The man who really hopes to do something worth while and is willing to fight his way will do better—at least, that is my view—to stick to his job and compel recognition of his work where he is, by the character of the service he renders."

I was told that he either trusted a man completely—or not at all; and that, if he retained him, his relations would be agreeable. The foundation of Mr. Harriman's wonderful success was his selection of and reliance on his helpers. I learned this through eight years of association with him. Unless he could trust a man implicitly he would soon replace him with one he could trust.

The friends with whom I talked predicted that for some time Mr. Harriman would adopt his own peculiar method—that he would test my temperament, familiarity with details, and ability—and he would test to the breaking point!

He started at once. He sent me sheaves of telegrams, many of them on the most trivial matters. But remembering the advice of my friends, I tried always to give the information or explanation that he asked, regardless of my own opinion as to the importance of the matter or even of its relevancy.

After less than a year's experience with Mr. Harriman I had the satisfaction of being told by him on more than one occasion not to waste my time offering explanations that seemed to me called for, although not asked for, and also not to refer many matters to him. He told me to settle things according to my own judgment, but always to let him know in matters of importance how they had been settled.

While Mr. Harriman thoroughly understood the details of railroad work, his policy was to select men who were competent to supervise and control the details, and then to give himself no further trouble about them.

On intimate acquaintance with him I found that his reputation as a hard taskmaster was not deserved. The activity of his mind and the rapidity of his perception were simply marvelous. He could seize the point of an argument even though it related to technical matters—with which, from his training, he would naturally be unfamiliar. And before one could half make an explanation, he would dismiss it either with prompt approval or with convincing reasons to show that one was wrong.

Mr. Harriman, for years before his death, suffered intense discomfort, and at times agonizing pain. He had an incurable disease and by no means a robust body. On many occasions he would show irritation, which in turn would induce irritation in those around him. But he possessed to a remarkable extent the faculty of being able to make anyone to whom he had spoken crossly feel his regret within a few hours thereafter. He would do that by act, not in words.

He could, and did, decide affairs involving millions almost in minutes. Take the plans for the improvement of the Central Pacific. Careful studies had been started by our engineers during Mr. Huntington's lifetime and were substantially completed at the time Mr. Harriman became the executive head of the Southern Pacific Company. Not long after his assumption of this office I was called to New York with our chief engineer and the plans. After a rapid glance over the plans, in his office, Mr. Harriman invited me to dinner and asked that I bring the plans with me. In a conference of not over two or three hours after dinner, he astonished me by approving everything without the slightest change, although an expenditure of over $18,000,000 was called for!

Of Collis P. Huntington I did not see so much as of Mr. Hutchinson or Mr. Harriman, because during Mr. Huntington's active career I was immediately under Mr. Hutchinson. I never served directly with Mr. Huntington, but I did have the opportunity to observe that there was practically nothing about the whole great Southern Pacific System that he did not know almost as intimately as a superintendent knows his division. He was a master of detail as well as of the larger problems. And I am quite certain that it is impossible for anyone to acquire the ability to dismiss detail when necessary and to devote himself to larger things, unless first he knows the entirety of the detail. Otherwise he will not know what he is dismissing.

A Mistaken Idea

The notion that the executive of a large property deals only with big things is quite untrue. He deals with many little things, because out of little things grow big things; and he ought to be able to know that every man who is employed under him, no matter how seemingly trivial may be his duty, is performing that duty well. I hear a great deal of talk about men devoting themesives only to "larger policies." But I do not see how that is possible, unless all small policies, and even petty affairs, have first been attended to by competent subordinates.

This means that a man cannot expect to go on to a larger office, to have a larger voice in the management of affairs, unless he is familiar with all the preliminary stages. That is the reason why we want a man to start at the bottom.

It is most unfortunate for men to get into the habit of searching out "good jobs." They seldom amount to anything; for the kind of company that always wants people who have gained their knowledge elsewhere is not the best kind of a company to be with. The man who really hopes to do something worthwhile and is willing to fight his way will do better—at least, that is my view—to stick to his job and compel recognition of his worth where he is, by the character of the service he renders.

Some years ago we had a rather pathetic letter from a young man telling how long he had been out of work, and how anxious he was to get something to do, and expressing his willingness to take any place I had to offer. We never have any places to offer. A man has to make his own place. All that we ardently desire to do for a man and all that we think we should ever do, for his own good and for the good of the company, is to offer him a foothold, an opportunity to prove his value. If we give him a foothold, he should be able to climb the rest of the way himself. And if he wants more than a foothold, then we take it for granted that he has no confidence in his own ability, but hopes to be promoted by making himself agreeable.

We thought this young man, by his letter, was ambitious and willing to do his work, but his reply told us that we were wrong. He was hotly indignant that we should offer a man of his ability such an humble place in the organization.

Must Prove Ability

One frequently has the same trouble with college men. They are not content to start low and trust that they will go forward quickly on the strength of their superior training; they want to step on the ladder well up. They think the company should recognize the value of a college training. The company does recognize the value of the training, but not until proven. It hires men to do work. And the only way it can estimate the value of the training is to see the men at actual work.

That is what I had to go through. My father was a merchant in rather comfortable circumstances in New Orleans, but the Civil War wiped out almost everything he had. He determined to give my brother and me an education at all costs, and, by severe economy, he did manage to put us through Washington and Lee University. I took the civil engineering course. I had decided to get into railroading, for in the period following the Civil War there was a revival of railroad building. But I graduated into the great panic of 1873, when railroad building and all other kinds of business stopped dead. There was no kind of engineering work to be had anywhere.

One of my instructors, Colonel William Allan, was elected principal of the MacDonogh School near Baltimore. He asked me to go with him as a teacher. I did not want to teach; but I had to support myself, so there was nothing else to do. Colonel Allan was a finely trained engineer and he told me that I could have something in the nature of a post-graduate course with him outside of my teaching duties.

I stayed at the school for five years. That seemed a long time to wait before beginning the practice of a profession; almost enough to divert one from the profession. But because of the tutoring of Colonel Allan, who was a second father to me, and the opportunities for increasing my engineering knowledge, I was much better equipped when I left the school than when I was graduated from college.

At no time did I give up the railroad idea or give up looking for a railroad job. By 1878 business had bettered and I was put in charge of building sixty-four miles of railroad out of Morgan City, Louisiana, for Morgan's Louisiana and Texas railroad, now the east end of the Southern Pacific's Sunset Line.

This was my first opportunity in railroad building—my first contact outside of books. It is a big thing for a young man to have responsibility put on him for the first time. If he makes good, he is fairly certain to go on. If he falls down, it will probably be several years before he gets another chance. And an initial failure is confidence-breaking. No man can do the first job too well.

Actually building a road without any previous experience as an assistant was no mean test. The conditions were anything but pleasant. Part of the road went through swamps—and a Southern swamp is not comfortable! My own headquarters were at Berwick, on Berwick's Bay, a town of less than five hundred people, most of whom were negroes. I had both to work and to study. My hours ran from seven o'clock in the morning until one or two at night. We had a material train leaving Morgan City at 6 o'clock in the evening to distribute supplies for the next day's work. I went out daily with that train to inspect what was being done or to confer with foremen. A train over a new line of road does not make fast time; and as the road lengthened, the return trip took me far into the night. It was often past two before I could get dinner and a bed, and always I aimed to be up and in my place by seven in the morning.

Ability Is Recognized

A. C. Hutchinson, of whom I have spoken, was the president of the line. He lived in New Orleans and knew about my family, but he did not know me other than by name. Mr. Hutchinson was a man who did not care much what your name was as long as you did your work. He visited the work at times and spoke to me casually, but without comment; and the only reason I have for believing that I finished the job to his satisfaction was that when it was done he made me the roadmaster of the line that I had built.

Mr. Hutchinson was one of the older railway men whom the public does not know much about except locally, although he was one of the greatest men in point of ability with whom I have ever come in contact, and was the main reliance of Mr. Huntington in the building and management of what afterward became the Southern Pacific System east of El Paso. He

(Continued of Page 29)

'How the Southern Pacific Maintains World's Cleanest Ferry Boats'

Company's Plan for Keeping Big Vessels in Sanitary Condition is Explained by California State Board of Health

Under the caption "Keeping the Ferry Boats Clean; How the Southern Pacific Maintains the World's Cleanest Ferry Boats," the California State Board of Health in its monthly Bulletin for August, 1921, explained the system being used by the company in rendering sanitary the vessels operated on the San Francisco bay.

The article, constituting an unusual word of praise from an official source for Captain Charles F. Heath, Superintendent of Steamers, and employes of his department, is presented herewith.

IN HANDLING its ferry service on San Francisco Bay, the Southern Pacific Company gives more attention to the clearing of the vessels, their proper sanitation and ventilation, than to any other problems except those directly involved in navigating the steamers.

The magnitude of the task may be appreciated when attention is called to the fact that in 1920 there were 26,946,439 persons carried by three Southern Pacific ferry routes, Oakland Pier, Alameda Pier and Oakland Harbor. This is an average of 2,235,536 a month, or 73,825 a day.

Crew Responsible for Cleaning

On every steamer the work of cleaning is assigned to individual members of the crew. For example, the lower main deck, as it is sometimes referred to, where the largest part of the crew is employed and which requires the most attention, is in charge of the second officer, who is responsible to the captain for the cleanliness of this part of the steamer. The second officer is the supervisory officer of the lower deck. He assigns certain portions of the steamer to individual members of the crew to clean and keep in an orderly condition. One deckhand may have assigned to him the port side amidships aft, another the starboard side amidships forward and another the toilets, and so on. In this manner it not only divides the work and makes each deckhand responsible for his particular portion, but stimulates a certain amount of friendly competition among the men.

On the saloon deck, or upper deck, as it is sometimes called, and in the main cabin the cleaning is done by two cabin men, the ladies' retiring rooms being in charge of a matron. These employees, being under the supervision of the first officer, as on the lower deck, the work is divided between the two men.

Frequently daily inspections are made by captain to see that the steamer is being properly cared for.

System is Necessary

Considering the large volume of passenger traffic between the hours of 6 a. m. and 8 p. m. between Oakland, Alameda and San Francisco, it is indeed a task to keep the boats in first-class condition as to cleanliness, and were it not for the systematic manner in which the work is handled it would be impossible.

It can readily be seen that during the day only the light cleaning can be done, on account of the short time at terminals and the passengers being aboard, so all heavy cleaning is done during the night, after boats are through running.

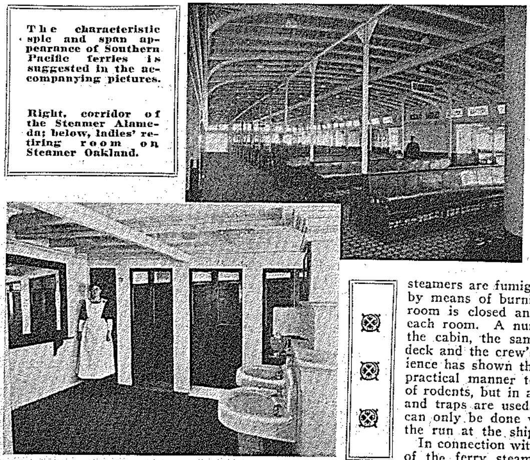
The light cleaning during the running time consists of sweeping the decks at a time that it will not inconvenience the passengers, polishing brass, cleaning cuspidors, cleaning windows inside, washing paint work inside. The man assigned to men's toilets after each heavy trip cleans the toilet, scrubs the paint work, washes the bowls and urinals. In the cabin the floors are swept, seats are dusted, spots removed from paint work, the ladies' retiring rooms are looked after and put in shape after each trip by the matron.

The heavy cleaning after the boats complete the day's work consists of washing down the main deck, using a large hose, lye and sand. Also the outside of boat is washed down, all windows cleaned on the outside, toilets scrubbed out with lye and water with disinfectant added to the water, cuspidors given a thorough cleaning and sufficient disinfectant put in each cuspidor. It might also be added that during the day trips, when the main deck is sprinkled, a sufficient amount of disinfectant solution is added to the water.

The crew's quarters receive the same attention as other parts of the steamer. In the cabin the linoleum floor covering is scrubbed thoroughly and cuspidores disinfected. The floor in the ladies' room also is scrubbed and toilets disinfected.

When time permits and conditions warrant, the steamers are fumigated. This is done by means of burning suphur. Every room is closed and a burner put in each room. A number are placed in the cabin, the same below the main deck and the crew's quarters. Experience has shown that this is the most practical manner to rid the steamers of rodents, but in addition, rat poison and traps are used. This fumigating can only be done when boats are off the run at the shipyards.

In connection with proper sanitation of the ferry steamers, the Southern



The characteristic spic and span appearance of Southern Pacific ferries is suggested in the accompanying pictures.

Right, corridor of the Steamer Alameda; below, ladies' retiring room on Steamer Oakland.

Pacific Company maintains at the San Francisco ferry station a plumbing shop, whose employees are constantly supervising and maintaining the plumbing on the steamers.

The bilges on all steamers are thoroughly cleaned every week bilges being pumped dry every day, so that no stagnant water may accumulate.

The grill rooms and kitchens of the ferry boats receive the constant inspection, not only of the employes of the steamer department, but the inspection of all branches of service under the jurisdiction of the dining car department.

To maintain sanitary conditions, as well as the service, the crews are divided into three or two watches, according to the run. During the morning and evening trips, the service is heaviest. Between these periods the crews are constantly cleaning and sterilizing equipment under the supervision of the steward in charge.

Supplies Are Kept Fresh

In addition to this, the management of the dining car department has created a number of new features in the preparation of meal supplies to insure perfect cleanliness. The boats are furnished enough perishable supplies to last a round trip. On one of the piers a commissary is established, which is operated day and night to insure fresh supplies. One of the most desirable features is the butcher shop, where the meats are cut according to the particular needs of the trip, as, during regular meal service, the patrons usually order the prepared entrees, whereas, between meal periods, short orders are usually called for. This shop also prepares special articles, such as sausage, head cheese and corned meats, which insures their absolute quality, as only the highest class of supplies are purchased by the department, and inspected before being received.

A kitchen is maintained to prepare soups, entrees, sauces and desserts, giving a uniform and high standard of cooking, also serving as a means of instruction to cooks to be advanced. These articles are delivered to the boats in covered containers, specially constructed, allowing a fresh supply at intervals; also, a bakery is maintained, which supplies have specially constructed for handling. There is also a bakeshop for the baking of rolls, pies, etc.

In addition, when possible, canned goods, jams, jellies, marmalades, etc., are purchased in individual containers. Butter is specially packed for this service and cream is purchased in scaled cans.

SEASON'S FIRST CARLOAD OF ORANGES SHIPPED

The first carload of oranges from Northern California this season left by express for the east on November 8. This was a joint load that was gathered at Oroville and in the foothills back of Lincoln, and combined and shipped out of Oroville.

Agents' Accounts Improving

Great Betterment in Records Evidenced by Figures in Preparing Roll of Merit

By E. HICKMAN
Auditor of Miscellaneous Accounts

A SUGGESTION that The Bulletin publish periodically the names of agents who through rendering correct accounts, had been on the Roll of Merit for twelve consecutive months has resulted in compilation of some very interesting figures.

The first issue of the Roll of Merit covered accounts for the month of September, 1915 and carried by divisions only the name and location of each agent who had rendered a correct account. In the issue for the month of December, 1915 the percentage of agents on each division rendering correct reports was shown for the first time, the highest percentage being that of the Salt Lake Division, 66.6 per cent.

Note the improvement, contrasting that figure to the figures in the table below. Only once in the last twelve months has any division fallen below what was the highest figure in December, 1915. Sacramento Division hit the highest mark, 94.8 per cent in March, 1921. The Stockton Division has been at the top of the list five times, the Western four times, the Sacramento Division twice and the Shasta Division once. The Western Division has maintained the best average percentage.

Just as soon as it can be done it is the intention to furnish a list of agents who have rendered correct accounts for the last twelve consecutive months, but in the meantime the figures below are so good it is a pleasure to show them.

	Sept. 1920	Oct. 1920	Nov. 1920	Dec. 1920	Jan. 1921	Feb. 1921	Mar 1921	Apr. 1921	May 1921	June 1921	July 1921	Aug. 1921	Avr. % for 12mo.
Portland	74.8	71.2	73.9	78.2	82.4	86.5	88.3	84.1	83.5	82.8	82.4	80.2	80.7
Shasta	83.8	**57.1**	**80.**	85.3	78.8	76.5	85.3	85.3	89.2	89.2	89.2	86.5	82.2
Sacramento	75.6	77.8	69.1	76.5	88.8	91.2	**94.8**	89.7	**89.9**	87.5	87.5	89.6	84.8
Salt Lake	83.6	70.4	72.1	82.3	72.1	81.7	88.3	83.3	83.3	83.1	78.	82.3	80.
Western	82.7	**84.6**	77.6	90.8	**91.8**	87.6	91.8	88.7	85.6	87.6	**93.8**	**90.6**	87.8
Stockton	**88.**	80.4	78.4	**93.7**	76.	**92.**	86.	**92.**	86.	**90.**	82.	84.	85.7
San Joaquin	75.3	76.5	72.1	77.9	83.5	80.	84.5	85.7	77.4	86.9	84.3	67.9	79.3
Coast	77.4	73.6	77.	77.9	82.6	89.5	88.2	78.8	85.9	72.7	78.4	81.8	80.
Los Angeles	73.9	71.4	74.1	72.3	67.	80.4	83.9	83.9	77.7	84.8	77.7	84.8	77.7
Tucson	67.4	72.7	70.5	76.7	76.7	76.7	86.	83.7	88.4	81.4	83.7	76.1	78.3
Traffic	85.7	85.4	92.9	85.7	84.6	85.7	60.	80.	75.	81.3	87.5	85.7	82.5
Miscellaneous	89.3	77.8	78.2	81.5	81.5	87.	88.9	89.	94.5	91.1	89.5	85.2	86.1

"Behind Time!"

Just a simple, hackneyed familiar phrase unfortunately too often heard at passenger stations the country over, and not infrequently upon these lines. It may not sound very formidable nor create shadows of penalties, or criticism of the men who failed to get their train in on time, but surely it suggests a splendid opportunity for establishing a record of service that shall reflect itself in a better and desired character of advertisement, than would be and possibly is reflected in the minds of the public who miss their connections because trains arrive late at terminals or junction points.

The passenger traffic of a railroad builds upon a reputation for trains on time. In an inverse ratio, it recedes when trains "behind time" establish a reputation for insecure and unreliable service. Dissatisfied patrons are bad advertisements. They knock instead of boost. If every engineer, fireman, conductor, brakeman, yard man, car inspector, round house man or other employe connected with train operation would consider his individual interest—his pay check and permanence of employment, each and every one would, to the limit of his ability, assist in maintaining schedules by limiting the opportunity for delays which would charge up to man failure.

The more passengers, the more trains; the more trains the more opportunity for employment; the more trains on time, the more passengers, and thus, the circle continues.—S. P. Bulletin, Texas and Louisiana Lines.

Oil Burning Locomotives' Care and Operation

Close Teamwork Between Engineer and Fireman is Essential. Practical Suggestions Given in Handling and Maintenance of Engines.

By J. N. CLARK, Chief of Fuel Bureau

At the annual convention of the Traveling Engineers Association, held in Chicago, Sept. 7 and 8, 1921, J. N. Clark, 4th Vice President of that organization and Chief of the Fuel Bureau, Southern Pacific Company, presented the following treatise on "Operation and Maintenance of Oil Burning Locomotives." Mr. Clark's discussion of the subject has brought forth favorable comment and his paper has been reprinted in a number of technical publications, the accompanying article being a reprint from the Railway Review of September 8, 1921.

THE first attempt in the United States to burn crude oil in the firebox of a locomotive was made at Santa Paula, Cal., in October, 1894. The subsequent study of combustion soon led to a better understanding of the firebox and boiler design and realizing the many advantages to be gained by the use of oil as fuel, every effort was made to develop the most efficient burner and drafting arrangement. Most obstacles were overcome and in a comparatively short time a high degree of efficiency was attained.

Crude oil possesses many advantages over other fuels and in the West its use soon became widespread, being employed in steam making in power plants and floating equipments until the degree of popular interest grew to such proportions that the economic need of the fuel oil situation became quite apparent. At no time during the past few years has the production of crude oil in the United States been sufficient to meet requirements and records for June, 1921, show the consumption of 81,000 barrels per day in excess of production, which deficit was and is being supplied from the Mexican fields.

Daily production, United States, June, 1921	1,346,833 bbls.
Imports from Mexico	340,175 bbls.
Total	1,687,008 bbls.
Daily consumption	1,427,367 bbls.
Amount placed in storage daily	259,641 bbls.

At the present rate of consumption we are told by geologists that the crude oil supply in the United States will be exhausted within a few years as there now remains but about 60 per cent of the original supply underground. With this prospect is it small wonder that strenuous efforts are being exerted to conserve the remaining supply by maintaining and operating oil burning locomotives as economically as possible. At the present time there are about 41 railroads operating in 21 states which burn oil for fuel.

Enginemen and Upkeep

The maintenance of the locomotive rests largely with the enginemen. The medium through which the maintenance is accomplished is the work report and its correct rendition. This means that if the locomotive is to perform economically at its maximum capacity specific information must be given to the roundhouse force as to just what defects were noted under actual operation. Maintaining an oil burning locomotive would be a very simple task if a thorough and accurate report of defects noted by engine crews were reported at the end of each trip. "Don't Steam" covers a multitude of sins, but the worst sinner of all is the man who writes it on his work report, with no further detail, and then has writer's paralysis.

Generally speaking there are but few points of difference in maintaining an oil burning locomotive as compared with a coal burner and these points of difference affect the design of tender, oil piping and firebox arrangement. The fuel oil tank is constructed of $\frac{3}{8}$-inch material and the capacity is approximately 3,000 gallons—a coal equivalent of about seventeen tons on the basis of 42 gallons per barrel and four barrels of oil equal to one ton of coal. On filling the square tank two-inch space is left in top on semi-cylindrical six inches to allow for expansion when oil is heated. The ratio of expansion is one per cent for each 25 degrees increase in temperature. Fuel tanks are provided with a measuring rod designed to show inches on one side and gallons on the other so that accurate measurements may be obtained at all times. Oil flows to burner by gravity on all types of locomotives except the Mallet, in the tender of which is used six pounds air pressure. The oil piping arrangement conveys the oil from the tank to the burner, from which it is sprayed into firebox by steam. This conduit is two inches in diameter and passes through a superheater four inches in diameter which is used, in addition to the tank heater, to heat the oil before it reaches the firebox.

The tank heater should be so constructed and maintained as to keep oil at proper temperature, the oil feed line should be free from leaks, with as few elbow joints as possible, metal with flexible joints is preferable to rubber; cut-out or safety valve on tender, blow-back valve, superheater and firing valve should all be in perfect working condition. Burner should be of suitable size, varying from one inch to three inches according to size of firebox, clean and lined up about 60 inches from flash wall to insure perfect combustion. Six to nine and one-half inches—depending on draft arrangement—is the correct distance from burner to fire pan floor and particular attention should be given to see that burner is so placed that oil strikes flash wall in center. Care must also be exercised to see that fire pan is free from air leaks with no obstruction on floor and all damper controls are in perfect working order.

Drafting Oil Burning Locomotives

There are two ways of drafting an oil burning engine; one, the horizontal draft and the other the vertical. Both are in general use on oil burning roads. The arrangement of the brick work on both drafts is practically the same. The horizontal draft, by which air is admitted through fire door, is the most economical, but in poor water district, from the standpoint of boiler maintenance, the vertical draft arrangement with the flat door, by

High Lights of Report on the Use of Oil

CRUDE OIL has been used as a locomotive fuel less than 25 years, but there remains only 60 percent of our original supply under ground.

* * *

If the locomotive is to perform economically, the roundhouse force must be advised by the enginemen of defects noted under actual operation.

* * *

The closest teamwork between engineer and fireman is necessary, for the fire must be changed to meet the operation of the throttle and the reverse lever.

* * *

A slight color of smoke at the stack is better than no smoke at all, for a clear stack indicates too great an amount of air. Losses from too much air are frequently three times as great as from insufficient supply. Firemen should avoid black smoke at all times if possible; it is a loss of fuel and should not be tolerated.

which air passes to rear of firebox, prevents cold air from reaching the staybolts, thus reducing boiler maintenance. The horizontal draft in good water districts has proven very successful both from the standpoint of boiler maintenance and fuel consumption.

Air openings from firepan should vary, depending on size of firebox. From sixteen square inches air admission around burner and 85 square inches at rear of firebox to 225 square inches around burner to 224 at rear. It has been found that the best results obtained on an oil burning engine, with respect to front end arrangement, is the use of an extension stack extending down to center line of boiler, being twelve to sixteen inches in diameter. In order to insure economical fuel performance fire pan must be maintained in good condition. To secure the best results the fire pan should be welded to the mud ring and rigidly secured so as to obviate all possibility of air leaks at sides and front—also behind brick work. The maintenance of fire pans on oil burning locomotives is a very important feature and too much attention cannot be given them.

Front end air leaks and outside steam leaks should not be tolerated. In the roundhouse organization one man should be assigned to make torch tests and repair all air leaks into front end and around outside steam pipes. There are many recommended practices for the elimination of air leaks around outside steam pipes, the best one in use is the application of a casting made of ¼-inch steel plate with a welded seam. This casting is riveted permanently to the smoke box and then caulked or welded around the edge to make it perfectly airtight. It is large enough in diameter to allow removal of the steam pipes without disturbing it. The lower end of the casting is flanged outward and to it is riveted a wrought iron ring. A cast iron flange made in halves is fitted together and bolted snugly around steam pipe, which is machined true at this point. The cast iron flange is secured to the wrought iron ring on the bottom of the casing with eight studs and a copper wire gasket used between them to obtain an airtight joint. A copper gasket is then caulked into a dovetailed groove in the cast iron flange around the steam pipe.

Closest Teamwork Necessary

Operation of oil burning locomotives call for the same attention from the engineer as on a coal burner but the fireman has no manual labor to perform in delivering fuel to firebox. He has to be alert at all times for there is no bank of burning oil to aid him in keeping an even firebox temperature when engineer is working a light throttle or drifting after having forced the locomotive to its capacity. The closest teamwork between engineer and fireman is necessary for the fire must be changed to meet the operation of throttle and reserve lever.

WRITE FRANKLY AND SIGN YOUR NAME

A number of letters, signed "Employe," "Engineer" or some similar designation, have recently been received by Southern Pacific officers. These letters were courteous and dealt with matters of such interest both to employes and the Company that the officers addressed have expressed regret because they were unable to make full and friendly replies, inasmuch as the writers' names and addresses were not given.

The officers have requested this space in the Bulletin to say that no employe need hesitate to write them frankly. Letters marked "personal" will be opened only by the person addressed.

A supply of clean, gritty sand should be in sand box of locomotive with sand scoop so fireman can clean soot from flues. Flues should be sanded while running by placing a small quantity of sand in scoop and by inserting through opening in fire door while engine is working hard, allowing the exhaust to draw the sand through the flues, thus cutting the soot in its passage and discharging it from the stack. It is good practice to sand frequently in order to remove soot which is a non-conductor of heat and causes steam pressure to drop rapidly. Engineers should take care to give the valve sufficient travel, opening throttle far enough so that exhaust will carry sand through the flues and do the work for which it is intended. The sand scoop should be held as far in fire door as possible in order to prevent sand from falling on brickwork or flash wall.

Firemen should watch the temperature of oil and endeavor to keep it just warm enough to insure an even flow to the burner—this temperature will vary from 100 degrees for light California or Texas oil to 180 degrees for heavy Mexican oil. The fireman has direct control of amount of steam used to heat oil in tender and unless he is careful he may not only damage the oil by overheating it so that it loses its lighter gases, but also increase the hazard of explosions from the escaping gas. Where excessive steam is turned into tender there is excessive condensation and unless this water is drained off it will go to the burner, causing trouble and often putting the fire out.

Heating oil in tender is not for the purpose of aiding in burning it but to cause it to flow in a steady, even stream from tender to oil feed line, where it passes through a superheater box or joint before it reaches burner. The purpose of the superheater is to raise the oil to a temperature where it will be easily broken up by atomizer as it goes from burner tip into firebox. Since it takes less than one-fifth of a second for a particle of burning oil to travel from burner tip to flue sheet it is of utmost importance to have oil so atomized that no time is lost in burning it.

Firing Valve and Blower

The use of the blower is to create sufficient draft to keep the firebox clear of smoke and gases and to produce artificial draft. The misuse of the blower causes waste of fuel and damage to the boiler. Very light applications should be indulged in under all conditions. The strong use of blower draws cold air into firebox damaging flues and flue sheets, causing them to leak. A slight color of smoke at the stack is better than no smoke at all, for a clear stack indicates too great an amount of air. Losses from too much air are frequently three times as great as from insufficient supply. Firemen should avoid black smoke at all times if possible; it is a loss of fuel and should not be tolerated. Black smoke is either the result of faulty firing or the condition of the engine.

Firing valve by which the flow of oil to the burner is regulated requires constant attention. Lost motion frequently occurs in this apparatus and much fuel is wasted due to the fact that fireman loses the correct adjustment of this valve account too much play either in the rods or in the valve itself. When an engine is worked to full capacity on long grades and has been fired heavily it requires very careful attention to prevent flues from leaking as the small tongue of flame does not fill firebox sufficiently to keep out the cold air. Engineers cannot be too careful at such times, they should start gradually to ease off on throttle, allowing fireman plenty of time to adjust his firing valve, injectors should be shut off at once, if only for a short time, and then worked at short intervals. In most cases engines start leaking while descending grades after having been worked hard. Careful teamwork between engineer and fireman will prevent black smoke when shutting off or pulling out of station.

FOREMEN OF BROOKLYN SHOP GIVE BAND A DINNER

The Brooklyn shop foremen gave the Portland S. P. band a reception and dinner, Friday evening, November 4th, at Waverly Hall, Portland, in recognition of their faithful volunteer service in boosting the interests of the employes to the best of their ability, and to strengthen plans for making the S. P. band one of the best bands in the city.

The dinner was preceded by selections by the band, and several solos by Mrs. Duva. After dinner, the several foremen made a number of interesting talks. The solos of Mr. Kemnitzer gave special pleasure, as did also the unaccompanied comical songs of Herb Croft, the band's basso.

Development of the Steel Passenger Coach

Company One of the Early Pioneers in Construction of the Modern Coach to Anticipate Demands of the Traveling Public

By L. A. MITCHELL,
Chief Passenger Car Draftsman

PASSENGERS' SAFETY AND COMFORT INDUCED EARLY CONSTRUCTION

THE Southern Pacific Company was one of the first of the great railroad systems of the country to see the need of steel passenger cars as a factor in both safety and comfort of its patrons. Being a distinct departure from the standardized wooden coach, the construction of a suitable steel coach made necessary the solution of many engineering problems.

In 1905 the Company authorized the construction of an experimental steel coach to be built at the Sacramento Shops. Demonstrating the thoroughness of the plans of Southern Pacific engineers, the original steel coach, it is interesting to note, is still in service after more than fifteen years.

In the accompanying article, Mr. Mitchell writes an interesting story on the development of the steel coach and shows that the Southern Pacific Company is setting the pace in replacing wooden cars with steel equipment.

THE advent of the steel passenger car dates back to 1902, at which time there appeared an Illinois Central suburban car of composite wood and steel construction. The following year brought forth a steel electric car for the Interborough Rapid Transit Company of New York.

The Standard Steel Car Company in 1904 built for the Erie Railroad a sample steel baggage car which was generally considered the first all-steel car for main line service. A steel postal car for the same railroad and by the same carbuilder was exhibited at the International Railway Congress at Washington in 1905.

The substitution of steel for wood in passenger train cars was brought prominently before the railroads as a result of conditions imposed to meet the increasing economic and social development of the country. Increased train speed, together with greater train length, demanded greater strength and efficiency in construction. Wooden equipment afforded inadequate protection in wrecks due to fire and splintering of wooden sills; there was also a growing scarcity of suitable timbers for long cars.

Far sighted railroad officials desiring to improve these conditions as to safety and service brought about a period of transition and evolution in passenger train car.

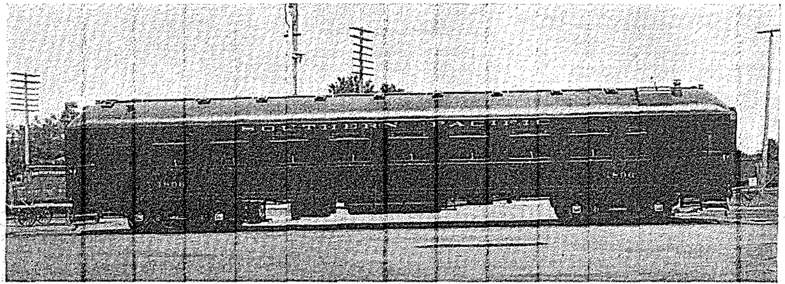
Southern Pacific Acts

With the introduction of the steel passenger car and the merits of such equipment having been recognized by our officials, the Director of Maintenance and Operation of the Associated Lines, of which the Southern Pacific was a part, early in 1905 authorized the Southern Pacific Company to design an experimental steel coach.

The wooden coach was the result of many years' study and development and was what may be termed a standardized unit. The steel car presented many new problems and there existed different opinions as to principles of construction that should govern in this new class of equipment. In designing the experimental car due consideration was afforded past practice in the design of the wooden car and such established principles as were practical were incorporated in the steel car.

The Southern Pacific experimental steel coach involved a number of original features in its construction. Conspicuous among these was the semi-elliptic or arched roof. The side frames were designed as a girder or truss in conjunction with the arched formation of the roof forming a very strong tubular section for the car body. This feature has been retained to date in all our steel main line passenger cars and is used also on our steel electric interurban, suburban and street cars. In fact, it has been retained by all the railroads that were associated in the Harriman Lines System.

Orders to proceed with the actual work on the experimental steel coach was received November 1, 1905, and requisitions for the necessary material were placed immediately. The car was built entirely in our Sacramento



The first steel coach ever built by the Southern Pacific Company. It was constructed in the Sacramento Shops fifteen years ago and is in daily service on the "Stockton Flyer," between Oakland and Stockton, Cal.

General Shops. The steel superstructure was made in the boiler shop and the cuban mahogany interior finish was manufactured in the cabinet shop. Construction was completed in July, 1906, and the new steel unit, numbered Southern Pacific 1806, was taken out on several test runs. It was again taken back to the shop for application of the axle generator and batteries for the electric lighting system. The general arrangement of the interior and general dimensions were the same as the common standard wooden coaches, with a seating capacity of 70 persons. All equipment applied was of the latest type at that time, among which were the double system of heating by steam and hot water, and combination gas and electric lighting systems.

The sample steel coach, Southern Pacific 1806, was produced at a cost of approximately $17,000, weighing complete 107,000 pounds, as against 88,000 pounds for the common standard wooden car, which cost about $8,500. It was the first passenger coach with steel superstructure and shortly after completion was exhibited at Chicago, where it was inspected by officials of various railroads. Barring usual shoppings and for the time it was exhibited at the Panama Pacific International Exposition in this city in 1915 as the first steel passenger train coach in America, it has been in service on our lines since September 13, 1906. It only became necessary to renew the original coat of paint on this car in January, 1920.

Sample Steel Postal Car

On June 11, 1906, work was started at Sacramento on a sample all steel postal car. This steel postal car, CP. 4097, was completed and placed in service April 13, 1907. Besides the all steel body, the inside lining or finish was of fireproof asbestos board, electric lighting system was also applied. It has been in service to date and no material changes have been made.

After steel coach 1806 had been in service for about a year motive power officers agreed that a number of minor changes could be made wherein the weight could be reduced though not to extent of impairing its strength.

A second sample steel coach, approximating the weight of the common standard wooden car, was built in our shops in 1908. It was desired to make this car absolutely fireproof. All inside finish was of steel painted and grained to imitate mahogany, in fact, the sashes and doors were all of steel. Fireproof composition flooring was applied; the seat frames were of steel and the upholstering materials treated to make them inflamable. The only wood used in the second sample steel coach, numbered SP-1845, was the small capping along the top of the window sill and the arm rest on the steel aisle seat pedestal. With adoption of steel outside and inside construction, it was necessary to insulate the whole car body between the walls against heat and cold.

CAR LOADING RECORD SET IN OCTOBER

DURING October the available equipment supply of the Southern Pacific Company was increased to the extent of 755 cars as compared to the corresponding month of 1920 as a result of an average loading of 28.3 tons per car, the heaviest average loading in the history of the company.

"Great credit is due agents and other officers and employes who by their diligence were responsible for bringing about this admirable result," was the comment of J. H. Dyer, General Manager. "It also indicates splendid co-operation from the shipping public."

Among the many new problems presented in these all-steel passenger train cars, which must operate in all climates, it was found to be a cardinal principle that as, the outside steel surface was so extensive and capable of radiating so much heat into the atmosphere in extreme cold weather and the reverse in hot weather it was necessary to have a complete baffle between this outside steel surface and the interior surface of the car. To meet these new conditions an elaborate set of laboratory and service tests were made. Service tests were conducted during the summer in the hot valleys of California and Arizona and during the winter in the cold mountain regions.

Perhaps no problem was more illusive and received more consideration than the proper ventilation of the steel passenger train car. The Southern Pacific Company being pioneers in this type of equipment, in solution of the question to provide sufficient air to meet the hygienic needs of the passengers, conducted a long series of service tests. Heating systems also required a departure from the established standard for wooden equipment.

Place Large Orders

In 1908, 178 all steel passenger train cars of the Southern Pacific design were ordered for the then Associated lines; of these 147 were for the Southern Pacific Lines. One hundred and forty-five cars for the same lines were built in 1909, of which 137 were for our lines. The following year 334 all-steel passenger cars were ordered; 156 of these being built for the Southern Pacific Lines. In 1911, 27 steel combination baggage and mail cars were built. After some of our steel cars had been in service five years, which was considered sufficient length of time to develop defects in design or construction, a thorough inspection and investigation was carried out in 1912. This year marked the adoption of a heavier underframe and stronger end construction, though the general principles established in the first steel coach were found to meet normal service conditions. This change was made in anticipation of the gradual increasing weight of passenger trains. In addition to this, many minor improvements were made and to keep abreast with the advancement in the development of air brakes higher speed brakes were adopted.

The first steel dining cars, 14 in number, were built in 1912. As a further safety feature for passengers an anti-telescoping end frame was adopted for all-steel coaches and chair cars. The first application of this device was made in 1914. Space does not permit enumerating all of the detail improvements and safety measures added from time to time to all-steel passenger cars. No wooden passenger equipment has been built since 1910 and it has been the policy of the company to replace all wooden with steel equipment as older units are retired. All additional new units added have been of steel.

The latest equipment added is three new steel dining cars built at our Sacramento shops. The diners are 80 feet 5 inches in length with a dining room seating capacity of 36 passengers. They are capable of carrying 12,000 pounds of commissary equipment and supplies and when loaded weigh 156,900 pounds.

The following table shows the proportion all classes of steel and steel underframe passenger train cars to the total equipment owned by the Pacific System:

All-steel passenger train cars..	890
Steel underframe passenger train cars	37
Wooden	812
Total number of passenger cars owned by Pacific System ...	1739

SPARKS FORCE MAKES FAST RECORD ON CAR LOADING

Referring to good records for rapid car loading made at various points on the Pacific System, as noted in recent numbers of the Bulletin, D. J. Fodrin, agent at Sparks, Nev., writes as follows to demonstrate that "we can show a modest burst of speed at this old town:"

"Carload of oranges, FGE 26109, was spotted to transfer platform at 8:40 p. m. October 7, 1921, to be transferred account of broken draft rigging. Transfer was commenced at 8:40 p. m. and completed and car ordered out at 11 p. m. same date.

"Entire load was loaded in first class manner, stripped and braced according to specifications, and, considering that work was done at night, think this was a slight burst of speed. This car did not miss a connection passing this station, although transferred account bad order. H. L. Luttrell was foreman in charge."

S. P. Has Stationmaster-Poet

The above caricature of Mr. Douglas appeared in the San Francisco Call of Nov. 1, 1921.

WALTER A. DOUGLAS, station-master at Third and Townsend streets, was recently made the subject of a three column "layout" in the San Francisco Call, this being a feature of a series of "Hobbylogland" articles by Elford Eddy, a special writer. The article reads in part:

"By day you'll find Walter Douglas running the Southern Pacific's Third and Townsend street station, for Douglas is stationmaster.

"But, in all probability, unless you take a train now and then for a little trip to Hobbylogland and get off at the station called Poetry, it is only as stationmaster that you know Walter Douglas. To know him as a poet for poet he must be, having written some 1,600 poems in the last five years—you must visit Walter Douglas in his little bungalow on the street called Life.

"Even then, you must know some things about this man to appreciate his verses, and what they mean to him. You must know that he is a Manxman; that he was born in Ramsay, on the Isle of Man, and came to the United States at the age of 23; that he has been railroading for more than thirty years and was with the Santa Fe in the early '90s, and has been with the Southern Pacific since 1901; that he never has had an accident report to make out since he was appointed stationmaster; that he hasn't heard a word of complaint in that time from any of his customers—and about 9,000 persons pass through his station daily, going and coming.

"Walter Douglas is not one of those men you would stigmatize as a poet born. Leastways, he did not manifest the habit until a few years ago. But now he would have a hard time expressing himself in prose. It seems as though now he just had to rhyme things up when he gets to unburdening himself.

"Poet he must have been, for as a small boy he was ready to run away from home—and did—at the beck of an ideal. As a young man he was a soldier, spending two years in Egypt and three in India, a Tommy Atkins.

"Many rules having to do with the operation of the Southern Pacific trains have been reduced to verse by Douglas. Whenever there is anything to be impressed or said along the line, a farewell dinner or a banquet in honor of somebody's promotion, Douglas is the poet laureate who is called on to express the thing in verse.

THE BELLS OF DOLORES

The gray day is breaking,
  I'm slowly awaking,
The pale light of morning
  Steals over the hills;
Night shades disappearing,
  And sunlight annearing,
The gloom of night's fear now
  Gives place to day's thrills.

I hear the quail calling,
  And tones softly falling;
Sweet tones of the bells
  In the church's high spire;
'Tis the Bells of Dolores,
  With notes so decorous,
That stir up the flame
  Of the heavenly fire.

I've heard bells aringing,
  And birds sweetly singing;
From organ and harp
  I have heard pleasant airs;
But the Bells of Dolores
  Sound sweetly in chorus,
In vale of the crosses,
  In valley of prayers.

I think your surroundings
  Increase your sweet soundings,
And cause you to throw on
    the air
  Your true psalm;
Where gold crosses glisten,
  We pause and we listen,
Surrounded by groves of
  Acacia and palm.

Ring out notes of warning,
  Sweet bells of the morning,
Ring out o'er the path
  Where the Padres once trod;
Oh, Bells of Dolores
  That sound so sonorous,
Point out the way clear
  Back to Calvary and God.

—By Walter A. Douglas.

"Much of Douglas' poetry has to do with life. He expressed himself in 'The Ashes on the Tray.' But he is a poet of occasion also. His 'Dreams of Peace,' written before the United States entered the war, predicted many events of the world conflict.

"Douglas' songs come to him during the night. Sometimes they wake him out of a sound sleep. Often he could be found, in the place called Poetry in Hobbylogland, writing verses at 4 a. m."

NEW YORK OFFICE CLUB HOLDS CELEBRATION

"Southern Pacific Boosters," an organization of employes of the New York offices, held an entertainment in New York City on October 27, the success of which is evidenced by the following account of the evening's entertainment:

"On Thursday, October 27, E. H. McCrum, Master of Festivities, held one hundred employes of the New York office spellbound by his oratory, as he announced that dinner would begin. Ably assisted by Walter Hanrahan and 'Bill' Warren, of Mr. Poston's department, and a jazzy orchestra, Pacemaker McCrum and his tin whistle kept the crowd in a merry mood until the din of approaching milk wagons and the streaks of rosy dawn broke up the party.

"This party was such a success that the Southern Pacific Boosters are looking forward with a great deal of pleasure to a series of dinners and dances every few weeks. New York claims the prettiest girls and the most talented syncopaters in all the length of the '100 per cent haul.' Los Angeles papers please copy."

PATRON EXPRESSES PLEASURE OF SUNSET ROUTE TRIP

A well pleased patron addressed the following letter to J. M. Marker, Agent at Dixon, California, thanking him for routing and arranging details of a delightful trip over the Sunset Route to Washington, D. C.:

"After a most enjoyable trip over the route planned by you, my good wife and I arrived home according to schedule. You may remember, perhaps, that you routed us via The Sunset Route to Washington, D. C., and from there to St. Albans, via Penn. R. R. NYNH & HRR and CV Ry. The service was excellent, the trains on time, and the country through which we passed proved to be most interesting. Now that we are back in Vermont we cannot but feel that were it not for you, we would have missed a most enjoyable feature of a trip across continent.

"Although somewhat belated, I ask that you accept our kindest and most sincere thanks for your ministrations, which I assure you, contributed so much to our enjoyment of the trip home. I know that this letter may be rather unconventional, but I cannot but feel that in making for us the arrangements which made our trip one long delight, you must have put into your efforts something of your personality, and did not limit yourself to humdrum business procedure.

CREDIT LINE OMITTED

The verse appearing in the November issue of the Bulletin entitled "The Upper Berth" should have been credited to the Southern News Bulletin, it having been written by Miss Elizabeth S. Wager, of the Division Passenger Agent's Office of the Southern Railway System, Memphis, Tennessee.

Employes Hit by Unjust Jitney Competition

Unequalized Taxation Enables Auto Lines to Take Railroad Business With Consequent Loss to Workers and to the Public.

THE railroads contend that it is unfair to permit motor transportation lines to operate automobiles virtually tax free on the state highways, toward the construction of which the railroads have contributed large sums of money.

A recognized function of the government is to coordinate and safeguard all transportation agencies. Discrimination in favor of any one agency is against public policy and welfare.

It should be clearly understood that the railroads do not oppose the building of highways, nor the use of such highways for motor transportation. But the railroads rightfully insist that their competitors, given the use of such facilities as a subsidy from the government, should pay proportionate taxes. Inevitably the public will suffer if commercial automobile transportation is artificially developed at the expense of the railroads and on the unsound basis of government discrimination.

Unemployment Results

Taking advantage of the unjust conditions now existing, the commercial automobile concerns are enabled to take from the railroads in many instances the cream of their business. This has made it increasingly difficult to give good railway service. In a number of cases it has compelled the railroads to take off trains, thus throwing worthy railroad employes out of work. The condition of unemployment thus created is reflected in a smaller volume of purchases in the communities where the employes reside.

WHAT NEEDS TO BE DONE TO EQUALIZE AUTO AND RAIL TRANSPORTATION

IN order to equalize competition between the railroads and commercial automobile lines in California, the companies operating motor vehicles for hire should pay these taxes:

First—A charge for the use of the highway as a roadbed, this having been provided for them out of public funds.

Second—A charge for the upkeep of the highway, based on the amount of highway deterioration resulting from the operation of such commercial automobiles.

Third—A tax upon gross receipts, similiar to that paid by the railroads.

It would seem advisable also that a thorough investigation be undertaken looking to the fixing of a general policy as to the advisability of permitting motor transportation lines to parallel railroads, taking from the railroads traffic already developed, instead of entering and developing new territories as the railroads have done.

Operation of jitneys and motor trucks does not require as high a type of men as does railroad operation. The jitneys do not pay their employes as much as the railroads, nor do they employ as many men. Costly safety rules and devises are little known to the jitney and truck.

Now, returning to the matter of unequal taxes, consider the specific case in California: Revenues received by this state in its 1919-1920 (fiscal year) general fund totalled $26,161,154.08. The tax levy on the railroads (including street and electric railways) applicable to state revenues of 1919-1920 was $8,943,735 or 34.187 per cent of the general fund.

State highway bonds are retired out of the state's general fund and the counties have been relieved of the interest after 1921, thus throwing the interest burden also on the general fund.

To date California has voted $73,000,000 in state highway bonds, of which $34,000,000 had been issued up to June 30, 1920. Difficulties have been encountered in marketing the $39,000,000 remaining and it is uncertain what interest rate between 4½ per cent and 6 per cent will be paid on $37,000,000 of this amount. If at the 4½ per cent rate the final aggregate of $73,000,000 principal, plus the interest to time of maturity, would make a total bill of not less than $145,000,000; if at the 6 per cent rate, $157,000,000.

King Tax Bill's Effect

Assuming the lower figure, $145,000,000, the railroads would pay 34.187 per cent or $49,571,150 of this amount through their state taxes on the 1920 basis of 5¼ per cent on their gross receipts. Applying the new rate of 7 per cent voted by the 1921 legislature in the King Tax Bill the railroads would pay a still larger sum.

A bill designed to equalize, to some extent at least, the tax burdens of the railroads and commercial automobile lines and to increase the revenue of the State was introduced in the 1921 legislature. In its original form it would have imposed a tax of 7 per cent on the gross receipts of motor transportation lines. This was whittled down so that in its final form the bill carried a 2 per cent tax and permitted the bus lines to deduct from this any sum paid in local taxes. After passing the legislature the bill was pocketed by the Governor.

The last report (1919-1920) of the California State Board of Equalization says:

"Freight and passenger hauls by auto trucks and auto stages show large increases, much of which business parallels and competes with the same haul by electric and steam railroads; again reducing the state revenues to the extent of 5¼ per cent of sums thus diverted from those carriers.

"A conservative estimate based upon information which at best is very incomplete, shows that the state's annual loss in revenue from such diversions runs into large sums."

The 1920 receipts of 357 motor vehicle transportation lines in California were $8,567,001.27, according to reports filed with the Railroad Commission up to July 20, 1921. On that date 220 had not yet filed reports. It is difficult to determine how much the receipts of railroads have been reduced by auto competition, but of such sum 5¼ per cent under the old tax law and 7 per cent under the King bill is the loss in taxes to the state.

Efforts to justify the government's present subsidy of paved highways to commercial automobile lines have led some to refer to land grants made to railroads in early days. Land, then almost entirely worthless, was granted to encourage the railroads in their hazardous undertaking of blazing trails through the wilderness. At their own risk the railroads developed great sweeps of territory and incidentally made the land granted to them of home value.

On the other hand motor vehicle transportation lines are operated largely over routes paralleling railroads and in regions already built up by the railroads. The gift of free use of highways as roadbeds offers no incentive to such automobile lines for development of new areas, but encourages competition with established transportation lines in well developed regions.

"Public interest would immeasurably suffer" if auto busses and trucks were permitted to engage in destructive competition with railroads that are adequately serving their territories, according to a decision recently rendered by the Public Service Commission of Pennsylvania.

The Commission went on record in favor of the legislation limiting the carrying capacity and operation of heavy freight carrying trucks.

What's To Be Done

In order to equalize competition between the railroads and commercial automobile lines in California the companies operating motor vehicles for hire should pay these taxes: (1) A charge for the use of the highway as a roadbed, this having been provided for them out of public funds; (2) A charge for the upkeep of such highways; (3) A tax upon gross receipts.

It would seem advisable also that a thorough investigation be undertaken looking to the fixing of a general policy as to the advisability of permitting motor transportation lines to parallel railroads, taking from the railroads traffic already developed, instead of entering and developing new territories as the railroads have done. Undoubtedly there is a field for commercial vehicle transportation, but public welfare demands that all transportation agencies be co-ordinated lest both rail and motor carriers be weakened and service to the public consequently made to deteriorate.

The Southern Pacific Wants Your Business

ITS REASONS ARE AS FOLLOWS:

It pioneered your country.
It paid in taxes in Oregon, 1920, amount $1,110,039.88.
It paid in taxes in Lane County, 1920, amount $134,712.99.
It spent for lumber in Oregon, 1920, $4,519,888.00.
It employs 277 men in Eugene.
It pays these men $36,000.00 per month.
Its employees spend their earnings in Eugene.
It endeavors to serve efficiently.
Its employees aim to be courteous.
Its earnings are materially affected by auto truck and bus competition.
Its employees are therefore vitally interested and concerned.
It maintains its own roadbed.

Yours for reciprocity,
EMPLOYEES' COMMITTEE,
Moody M. Hollis, Chairman.

The above, printed on postal cards, was mailed to the business and professional men of Eugene, Oregon. The awakening of the public in Oregon to the destruction of its highways by commercial automobile and the unfairness of such competition may be attributed in part to the manner in which Southern Pacific employes have put the facts before the people.

A. J. Gillette, Agent at Eugene, and his force are responsible for the preparation of the form.

COMMERCIAL AUTO SERIOUS PROBLEM IN SOUTHLAND

"Whether the bus lines or the electric lines and the steam railroads shall survive in Southern California is rapidly becoming an acute question," says a recent editorial in the Los Angeles Saturday Night.

"It is economically certain that in the competition for business the heavily handicapped corporations must give way to the less trammeled because less mulcted itinerant busses, unless better incomes are assured. The busses absorb all the profit formerly gained by the common carriers, whose inability to continue handling suburban passenger traffic, except at a marked increase in rate, has been demonstrated to the state railroad commission through its chief engineer. It is, surely, a tribute to the Pacific Electric Railway, that in his thorough investigation of the interurban electric lines of Southern California, the state engineer could suggest no radical changes whereby an economic saving in operation might be effected.

"Seattle has had a very unhappy experience with municipal ownership. The city's traffic system there lost $500,000 in nine months of operation in 1919, on the nickel fare basis, and in 1920 the average monthly loss was in excess of $100,000. From 3,000 in 1918, under private ownership, the number of employees rose to 5,560, a year later, under municipal ownership, with wages greatly increased."

PORCUPINE PAYS VISIT TO CABINET SHOP

Apparently satisfied with his surroundings, a porcupine was discovered in the Cabinet Shop at the Sacramento Shops by J. P. Brendel, Foreman, while supervising the cleaning of the bench room recently.

Mr. Brendel is unable to account for the presence of his contented visitor, unless it is that he either wandered over from the vicinity of the American River, or was put there as a joke, in which event the jester no doubt found the joke on himself before he succeeded in delivering the prize package.

Being a lover of animals and birds, Mr. Brendel has decided to keep the porcupine and invites his friends to call at his home and examine this interesting animal.

BUSY DAY FOR S. P. FORCE AT ASHLAND, OREGON

October 31 was a very busy day at Ashland, Ore., for on that day the Portland Division delivered 313 loads to the Shasta Division and the Shasta Division delivered approximately 300 loads and empties to the Portland division.

$2,063 TO RED CROSS FUND FROM GENERAL OFFICES

Ready response was made by the occupants of the Southern Pacific General Office Building, San Francisco, to the call for Red Cross memberships for 1922, a total of $2,063 being raised.

Twelve offices had a 100 per cent record in memberships turned in. The auditing department holds the record for the largest number of memberships turned in, 273 memberships being obtained in the office of the Auditor of Freight Accounts, and 179 in the office of the Auditor of Passenger Accounts.

The Hospital Department was represented 100 per cent, Dr. F. K. Ainsworth personally taking out 143 memberships for all the employes in the General Office Building, at the Southern Pacific hospital and for the nurses at the emergency hospitals.

COLD WELCOME

A clergyman in a small town was deploring the fact that none of the couples that came in from the country to be married stopped at his house for the purpose.

"Well, brother," said the man addressed, "what can you expect with that big sign on the tree outside: "Five Dollars Fine for Hitching Here'?"

—Exchange

Having read your Bulletin—Pass it along.

Southern Pacific Bulletin

PUBLISHED MONTHLY *by the* SOUTHERN PACIFIC COMPANY, BUREAU OF NEWS

OFFICE OF PUBLICATION
65 Market Street, - San Francisco

K. C. INGRAM, - - Editor

VOL X. DEC. 1921 No. 12

IT IS appropriate that this number of the Bulletin, issued when Christmas time is upon us, should give special recognition to the Hospital Department. No phase of our great organization reflects the humanitarian spirit more than the Hospital Department, devoted as it is to restoring the sick, mending the injured and bringing back to physical well being those who have met with misfortune.

The Hospital Department is typical of Southern Pacific institutions. That means it is the best. It is second to no railroad hospital department in the world, and every officer and employe may well be proud of it.

THE approach of Christmas brings to mind the part the Railroad plays in adding to the good feeling of the season. For months before December 25th it distributes to shopkeepers in every city and hamlet gift commodities that later are even more widely distributed, through the agency of the railroad, as tokens of affection and good will from countless individuals. With these gifts the railroad carries millions of messages of good wishes and good cheer.

Then the old-time family reunions the railroad makes possible! Christmas and the merry clangor of a train pulling into a station—the combination is inseparably linked in the mind with the most heart-warming associations.

CHRISTMAS is primarily the Day for children, but all normal grownups are youngsters in spirit at that time. Many an adult male, though fairly ossified with habits of the work-a-day world, discards his cynicism and self consciousness, dons the benevolent whiskers and pillow belly of fabled Santa Claus and "cuts up" with the rest of the kids.

Yes, Christmas is childhood's day, but, believe us, it has a fine, healthful humanizing influence on those older ones who are beginning to suffer from hardening of the emotional and sentimental arteries.

Lil' Ol' Red Caboose

Reply to the "Pullman Car" and "The Old Box Car"

I'm just an old tail ender,
 That's tied to the end of a freight.
And I swing when I'm on my way
 With the train that's seldom late.

I have to give way to the Pullman
 That carries the traveling throng.
And I follow the loaded box car
 That rumbles and grumbles along.

But there isn't a car in the outfit
 That ever was put in use,
That means so much to a railroad man
 As the little old red caboose.

The above was submitted unsigned in envelope stamped "Redwood City, Cal."

DO YOU remember that, several decades ago, along about Christmas time you were always going somewhere with your folks—on a train? Train trips then were rare enough to be a real treat for the average small boy. Before leaving you watched, fascinated, the picturesque figures up in the glare of the engine cab. How you envied them! Now chatting carelessly, and soon to be grimly intent on sending their great engine roaring and flashing over the tracks out into the night.

Later, on the train you found the Conductor, as have many before and since, a paternal, good natured custodian of a happy, jostling crowd of holiday travelers; then a journey full of thrills and excited anticipation, and finally the Brakeman's announcement of your destination like a word of magic. Gee!

"Them was the days!"

YES, that was railroading as seen through the glamorous eyes of early youth. But even now, with the places changed and we ourselves in the railroad service, the romance of that service, tempered by a fuller understanding of its place in the lives of the people, comes back at flood tide.

Railroading has about it not only a touch of the adventurous that makes it the most interesting of vocations, but it also has the attribute of broad human service. Without undue complacence, we may feel that in our work we are doing something for the happiness and welfare of our fellow man. That ought to be a rather gratifying thought for us now at Christmas time.

Over one hundred and fifty thousand dollars will be expended by the Southern Pacific Terminals at Galveston for the rat-proofing of Pier B.
—Atlantic System Bulletin.

HERE IS STORY OF PICTURE ON FRONT COVER

How do you like the cover illustration on this issue of the Bulletin? Isn't it a nice friendly sort of a group?

At first we planned to use a picture of the fine, big General Hospital building; and well we might, for it's the best of its kind anywhere. But we have used a lot of pictures of buildings on our front pages, and, besides, folks are interested in other folks more than they are in brick and stone, no matter how scientifically or artistically such materials may be wrought into buildings.

So we enlisted C. H. Thomas of the Duplicating Bureau and went out to the hospital. We were going to arrange a carefully posed group up on the roof but Mr. Thomas got restive and clicked one before we could get a conventional setting arranged. The cover plate is the result.

The nurse shown in the illustration is Miss Ruth Hutchinson. Her patients are, from left to right, James Hudson, Mike Casovia, Roy Williams and Earl Baker.

CAR SERVICE DURING FAIR RECEIVES COMMENDATION

Appreciating the excellent service rendered by the Salem, Oregon street car railway, a Southern Pacific subsidiary, in handling the large crowds attracted by the recent Oregon State Fair, The Capital Journal commented as follows:

"Among the things that are receiving generous compliments in connection with the State Fair is the Salem Street Railway management, whose services have been of the very best in the handling of the immense crowds. Superintendent T. L. Billingsley has kept in personal touch with every movement and has been singularly fortunate in the character of his helpers, every man on the cars being gentlemanly, accommodating and good tempered. There have been no mishaps and the connections have been prompt and reliable."

LARGE STEEL RAIL ORDER FOR 1922 DELIVERY

For the purpose of making replacements and repairs the Company recently placed an order for 44,600 tons of steel rails with the Tennessee Coal, Iron and Railroad Company. The amount of the order totals $1,784,000 and delivery is to be made during 1922.

Of the 44,600 tons ordered, 26,300 tons are for use on the Pacific System, the year's requirement for the Pacific System being placed at 34,367 tons. More than 95 per cent of the order, or to be exact—42,800 tons—are of ninety pound steel. This amount is sufficient to lay 302.63 miles of track.

CASUAL WORD IS OFTEN TIP ON PASSENGER BUSINESS

"From time to time," writes M. A. Peck, Solicitation Bureau General Passenger Department, San Francisco, "attention has been called to the results which come from 'tips' on passenger business, received from employes.

"A word dropped in a casual conversation that a mutual friend or neighbor is planning to make a trip East, or that a relative is coming out here for a visit, means to a wide-awake Southern Pacific employe that his Company has the opportunity of securing some passenger business that it might not otherwise secure, and acting on this impulse, he gives the information to Chas. S. Fee, passenger traffic manager, San Francisco, who in turn sends a representative after the business and usually gets it.

"W. C. Hundrick, in our passenger accounting department, San Francisco, has been unusually active in furnishing information of this character. A relative of his, proprietor of a neighborhood grocery store, had been interested in our plan for securing prospects, and furnishes Mr. Hundrick much valuable information concerning the groceryman's customers who are contemplating trips.

"One 'tip' furnished by Mr. Hundrick covered the prospective trip of the president of a Middle Western automobile manufacturing plant, recently established, and advised us that the president was making a western tour for the first time in order to establish agencies on the Pacific Coast.

"Not only did our eastern representative sell two round-trip tickets to this gentleman and his wife (both tickets routed Southern Pacific both ways) but secured routing order for a train load of automobiles, and gained the good will of this gentleman, which will undoubtedly produce additional freight and passenger business in the future.

"If Mr. Hundrick had overlooked giving us this information, or if he had considered it of minor importance and let it go, the Southern Pacific might have been deprived of many dollars in revenue.

"Won't you join the increasingly large number who are notifying Mr. Fee of prospective passenger business for Southern Pacific lines."

DROVERS TO BE ALLOWED FIVE DAYS LAYOVER

Existing rules governing the furnishing of free transportation for drovers in charge of livestock returning to their starting points after having accompanied stock to its destination will be revised, effective January 2, 1922, by the Southern Pacific Company to permit the drovers to remain five days at the market points before returning, instead of 72 hours as at present.

September Oil Saving Leaders

THE MONTHLY results in the Fuel Conservation Contest prove beyond a doubt that no race is won until the last lap is run, and since the engineers and firemen on all of the ten divisions are making a survey of the situation, they are finding that there are still a few more laps to be run in the "race of the oil burners."

The September honor roll in the Fuel Conservation Contest includes a number of new names and it is evident that the pacemakers will not be permitted to make it a run-away race. It is possible that the leaders in the earlier months of the contest have been busy with plans for a hot sprint in the home stretch, but other contestants may develop a similar brand of generalship.

Maytime in Chicago is delightful, visitors as well as Chicago citizens say. The question is now, however, who will be the Southern Pacific men to be there to enjoy it?

The September leaders were:

DIVISION	ENGINEERS		FIREMEN	
Western				
	E. H. Baker	Oakland	T. P. Donnelly	Oakland
	G. W. Marsh	Oakland	T. B. Minor	Sacramento
	E. S. Lincoln	Oakland	C. L. Hauard	Oakland
	C. P. Reed	Oakland	C. M. Simmons	Oakland
	E. W. Nauman	Sacto	G. C. Manrow	Oakland
Sacramento				
	T. A. Wright	Sacto	R. R. Spanger	Roseville
	L. Filson	Sacto	K. G. McKinney	Sacto
	E. P. Dodge	Roseville	L. S. Dumas	Roseville
	E. W. Parrish	Roseville	J. H. Mueller	Roseville
	F. A. Templeton	Roseville	C. M. Black	Roseville
Salt Lake				
	F. S. Cagwin	Sparks	H. M. Schofield	Sparks
	J. B. Cunningham	Sparks	J. L. Fritz	Sparks
	H. A. Kimmel	Sparks	W. E. Edsall	Sparks
	J. E. Swanson	Sparks	C. D. Hewitt	Sparks
	G. E. Vanderhoof	Sparks	L. P. Kearney	Sparks
	J. Furlong	Ogden	F. B. Swartz	Ogden
	A. H. Biddle	Ogden	R. G. Frost	Ogden
	E. F. Keyes	Ogden	G. Q. Rich	Ogden
	E. A. Highfield	Carlin	S. F. Siebert	Carlin
Shasta				
	C. D. Gebhart	Dunsmuir	S. C. Ferris	Dunsmuir
	H. G. Fischer	Dunsmuir	C. N. Bryan	Dunsmuir
	E. A. Hunter	Redding	W. H. Winter	Redding
	J. W. Thornton	Dunsmuir	E. A. Shoupe	Dunsmuir
	W. A. Connell	Dunsmuir	C. H. Brown	Dunsmuir
Portland				
	T. E. Luster	Portland	R. Vanderwall	Portland
	A. W. McCormack	Portland	J. A. Tretheway	Portland
	B. W. Riggs	Roseburg	S. J. Dougherty	Roseburg
	C. O. Hosmer	Roseburg	Z. Spitulski	Roseburg
	S. D. Willis	Roseburg	J. McCoy	Roseburg
Coast				
	J. L. Farley	San Luis Obispo	E. H. Hoddinott	San Luis Obispo
	J. T. Moore	San Jose	R. Buckley	San Francisco
	H. L. Fuller	San Francisco	J. M. Roche	San Luis Obispo
	F. E. Reynolds	San Francisco	L. Grieb	San Francisco
	F. G. Scott	San Francisco	J. J. McCormack	San Francisco
Stockton				
	S. E. Hickson	Fresno	D. B. Book	Tracy
	C. F. Gibson	Stockton	W. G. Elmore	Tracy
	N. E. Smith	Oakland	A. Lagomarsino	Tracy
	E. R. Saulpaugh	Fresno	H. O. Meyers	Tracy
	H. Egan	Tracy	C. E. Tyner	Stockton
San Joaquin				
	I. D. Iler	Bakersfield	A. D. Olin	Los Angeles
	W. F. Thorne	Fresno	H. Graf	Mojave
	A. R. Bernard	Mojave	W. H. Jackson	Mojave
	D. J. Gates	Fresno	C. D. Hansen	Fresno
	H. P. Thompson	Fresno	E. L. McGaha	Fresno
Los Angeles				
	R. A. Gardner	Los Angeles	J. P. Cavanaugh	Los Angeles
	S. C. Mason	Los Angeles	P. J. Feeley	Los Angeles
	G. E. Lewis	Los Angeles	G. L. Grealey	Los Angeles
	P. Casey	Los Angeles	J. Stinson	Los Angeles
	E. C. Wilson	Los Angeles	E. Leffler	Los Angeles
Tucson				
	H. R. Vaughan	Yuma	R. E. Reece	Yuma
	G. C. Graydon	Tucson	M. L. Mowry	Lordsburg
	S. F. Bagley	Lordsburg	T. Meadors	Tucson
	J. T. Richmond	Tucson	F. E. Redmon	Tucson
	C. H. Lee	Tucson	P. B. Watkins	Tucson

Having read your Bulletin—Pass it along.

MAKE CARELESS MOTORISTS PAY, SAYS S. P. MAN

Frank J. Connolly, Southern Pacific engineer, recently wrote an article that was printed in the Portland "Oregonian," showing how carelessness of motorists tends to nullify the safety work being carried forward at great cost of money and effort by the railroads. His communication to the newspaper follows:

"As a railroad engineer I read with considerable interest an editorial in The Oregonian November 2, entitled "Who is Accountable." The entire article dealt with accidents at railroad grade crossings. I have made an active study of automobile accidents, with particular relation to those happening on railroad grade crossings, and my answer to your question would be, "The automobile driver in 999 cases out of 1000.

"Every day I observe cases of foolhardy driving in the vicinity of railroad tracks. In some cases they approach the railroad track at high rate of speed, bring their automobile to a sudden stop, and then laugh gleefully as the train speeds by presumably at the distress they see registered on the face of myself or fireman. In other cases they will dash up to the railroad track and instead of stopping, continue across and then look back and laugh at the train. In other cases they will disregard the approaching train entirely, dash over the crossing ahead and continue on their trip without paying the respect of a passing glance.

"If installation of crossing bells at each and every railroad crossing would eliminate automobile accidents, I would be the first to step forward and say by all means install them, regardless of expense, but unfortunately crossing bells will not protect the automobile driver against foolhardy practices or callous indifference.

"If accountability could be placed on other than automobile drivers, it should be placed on the shoulders of the public at large, who wink at flagrant violations of the traffic laws such as the recent enactment by the state legislature ordering automobiles to reduce speed to 15 miles per hour approaching railroad crossings, outside of incorporated towns and municipalities. This law is more honored in the breach than in observance, as are also the various laws restricting speed of automobiles on different highways.

"Why should the public at large assume a vast burden of expense to eliminate grade crossings, or install other safety devices at crossings, in order that a small proportion of automobile drivers may violate the law with more impunity. Why not put on more officers to enforce the traffic laws, and charge the expense up to the violators of such traffic laws?

"Take Portland, for instance, at different crossings where gates are installed for the protection of the people. Almost every day automobile or automobiles will make a dash to get across the railroad track after the tower bell has sounded warning, and it is not unusual to have the crossing gate broken in their mad rush to eliminate time. In most of these cases there is no better reason for their haste other than that they wish to get home quickly to dinner, or to go to a theater or dance. Similarly, where crossing flagmen are maintained, and a train is approaching, automobiles will approach the crossing, utterly disregard the presence of the watchman, and it is not unusual for men so employed to have to jump for safety.

"As before stated, I feel, therefore, that if any further expense is incurred it should be for officers to enforce the law and the expense of such officers should be charged up to the violators in the shape of fines and prison sentences."

"IN THE CLEAR" IS NO SLOGAN FOR THE INDIVIDUAL

R. L. Ruby, assistant superintendent of transportation, recently addressed this communication to Superintendents of Divisions:

"'In the clear' was phrased to indicate a position or status for cars, engines, trains and such. It was never intended to indicate a satisfactory quality or status of work of an individual. There are men in the employ of the Southern Pacific Company so inclined, or actually working on the basis, and in the spirit, of just getting 'in the clear.' This is distinctly not satisfactory and is unfair. When an employee works his eight hours he should give all he's got of brain and brawn that should go into his work. All too frequently a paid claim file of papers reflects work of the just 'in the clear' type of individual. This quality of service very often fails to put the Southern Pacific Company 'in the clear' in connection with claims filed—and they have to be paid.

"Appeal is made for that alert thinking efficient full-quality service-work that will avoid loss and damage to freight.

"This in the interest of freight protection, which means fair and honest claim prevention."

EMPLOYES HELP TO OBTAIN ANTI-JITNEY ORDINANCE

Adoption of an ordinance regulating the operation of commercial automobile trucks and buses in the city of McMinnville, Ore., followed a recent hearing at which a number of Southern Pacific employes appeared before the city council of that place, in behalf of the regulatory measure. The vote in favor of the ordinance which will become effective January 1, 1922, was unanimous.

Among the employes who appeared before the council were:

J. A. Ormandy, assistant general passenger agent; J. P. Humphrey, clerk-warehouseman; O. S. Kelly, baggageman; H. C. Hauge, R. A. Bland and H. D. Ryan, engineers; Roy Lewis, G. E. Thompson and H. E. Moel, hostlers; N. P. Scruggs, C. F. Akin and J. L. Lafayette, brakemen; T. B. Virden, conductor; Chas. Persyn, section foreman; D. W. Cauthorn, signal maintainer; J. F. Spooner, telegrapher, and D. R. Livengood, agent.

LIFE OF NATION DEPENDS UPON THE RAILROADS

In referring to the extent to which the railroads contribute to supplying the needs of the entire people, Prof. McPherson, of John Hopkins University, says: "There is no occasion for surprise, therefore, that the railroads of this country are the largest users of steel and the greatest consumers of coal; the requisitions they make on other industries, from those that shape the products of the forests, to the printing houses, make them the largest patrons of the mills and factories. The nation, the states and the municipalities, derive taxes in greater amounts from the railroads than from any other one industry. Next to the bonds of the various other governmental bodies their securities afford the most desirable investments in the United States; they constitute a great portion of the resources of life and fire insurance companies, and are largely represented in the assets of educational institutions."—Union Pacific Bulletin.

THE MAN WITH THE LANTERN

Did you ever wake, on a railroad train,
At a midnight stop on a lonely plain
And see, a gem against velvet black,
The light of a lantern beside the track?

No hour so late or so dark the sky,
But a Man with a Lantern stands near by—
Doing his bit the long hours through
Making the journey safe—for you!

Through the stifling gloom of the tunnel's bore,
The Man with the Lantern has gone before—
Beneath the trestle, the torrent white
Has mirrored the gleam of his moving light.

For the softened earth and the flooded ditch,
For the broken rail and the open switch,
For the railroad's subtle and silent foes—
Searching, the Man with the Lantern goes.

So give him a thought as you travel on,
For every hour from dusk to dawn,
Be the storm so wild, or so dense the night,
There is somewhere a Man with a Lantern bright—
Doing his bit the long hours through,
Making the journey safe—for you!

Miss L. R. Norris,
Freight Claim Dept.

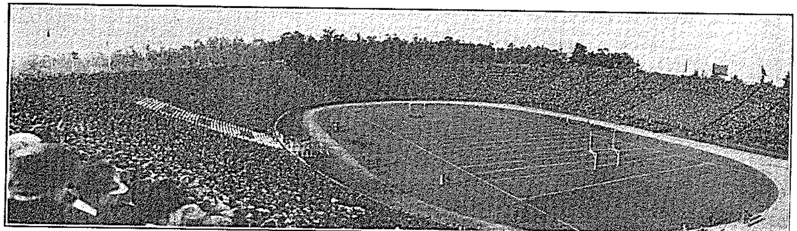
Not Entirely Sober ..

Clerk—Yes, sir, the new suits this season are along sober lines.

Customer—But they still have hip pockets, I notice.

—Boston Transcript.

Traffic to 'Big Game' Handled Efficiently



A total of fifty-seven thousand persons witnessed the first football classic staged at the Stanford stadium at Palo Alto, Cal., Nov. 19, between University of California and Stanford University. The problem of transporting a large share of the total was successfully solved and the press of San Francisco was unanimous in praising the service rendered by the Company.

ANOTHER transportation problem of large dimensions was handled efficiently by the Southern Pacific Co. in transporting comfortably and without accident, spectators to the annual California-Stanford football classic held this year at the new Stanford stadium on the afternoon of November 19. The crowd at the game was the largest ever gathered for an athletic contest in the West and the Company met a transportation situation, which in point of number of passengers moved, distance carried and the brief period of time allowed for the movement, had no previous counterpart on the Pacific Coast.

The new Stanford stadium, having a seating capacity of 65,000 persons is the largest amphitheater in the West. The California-Stanford game was the first contest to be played in it. The California team won, 42 to 7 after an interesting and hard fought struggle. The actual attendance was in the neighborhood of 57,000 and the majority of the spectators came to the game from San Francisco and the Bay district. The Southern Pacific Company was called upon to provide transportation facilities which would meet any emergency that might arise.

Fully Prepared

It was impossible to get an exact estimate of the number of persons to be carried, since the traffic by highway to the game was an unknown quanity. Enough equipment was concentrated at San Francisco, however, to handle a much heavier load than was expected in order that there might be no congestion. Coaches were brought to San Francisco from points as far away as Portland and on the day of the game there were 225 cars in the San Francisco yards to handle the movement.

A temporary platform was constructed at Embarcadero Crossing, a point near the stadium, together with tickets, booths and other facilities for handling the crowd, and the special trains were operated from San Francisco to this point without stop.

Detailed plans for the handling of the crowds were worked out before the day of the game by F. E. Batturs, Assistant Passenger Traffic Manager, with the full cooperation of all concerned, special effort being made to advise the public as to the facilities at its disposal and to prevent confusion. A large force of ticket sellers were placed on duty. Southern Pacific Passenger Department representatives wearing badges to designate them, stationed themselves in the crowds to give out any information that might be desired, and all passengers were given printed cards, informing them as to train service and fares.

The special trains started down the peninsula early in the morning, successive trains leaving the Third Street station as soon as loaded. On discharging their passengers at Embarcadero Crossing, the trains were brought back to San Francisco for more loads.

The conferences of the Passenger and Operating Department men before the day of the game on ways and means of handling the situation had successful results. E. R. Anthony, Assistant Superintendent of the Coast Division, said at one of these conferences that the Coast Division would make every effort to live up to its record of "a seat for every passenger" and his promise was carried out.

The Company received favorable mention in the San Francisco papers for the way it handled the crowd, the following from the San Francisco Examiner being an example:

"F. M. Worthington, superintendent, and J. D. Brennan and L. C. Gram, trainmasters, handled the situation admirably. There was no confusion. Football fans were loud in their praise of the efficient and speedy manner in which the Southern Pacific Company handled the throngs. Not an accident was reported."

SERIOUS HOBO PROBLEM SHOWN BY REPORT

In the month of October 20,634 undesirable persons were put off the trains or premises of the Southern Pacific Company, according to a report made by Dan O'Connell, Chief Special Agent, showing that the total number of persons put off the Company's property from January 1, 1921, to October 31, was 158,286. The October figures were divided by states as follows:

California	11,621
Arizona	4,856
Oregon	2,110
Nevada	1,172
New Mexico	751
Utah	124
	20,634

That the hobo problem is a serious one for both the railroads and the public was pointed out by J. H. Dyer, General Manager.

"These figures," he said, "show that California is the Mecca of these persons, and this means that the unemployment problem for this winter will be made worse by the presence in this state of such a large number of people who have no prospects for employment and many of whom have no intention of working."

SPECIFIC

More than once the editor of a Kansas paper had had occasion to send warnings of a forthcoming discharge to a certain country correspondent who persistently neglected to use names in his stories. That the warnings were not without effect was evidenced with the receipt of this dispatch:

"Yesterday afternoon a severe storm struck this place. Lightning struck a barbed-wire fence on the place of Hosea Gilkins, killing three cows, their names being Mary, Lulu and Harriett."

—Exchange

GREAT LOCOMOTIVE WORKS SHOWN IN MOVIES

Motion pictures of the Baldwin Locomotive Works at Philadelphia and Eddystone, Pa., were recently exhibited to Sacramento shop employes and their families through the efforts of George McCormick, general superintendent of motive power.

Before the movies of the enormous plants were shown the 500 members of the S. P. Family present were given a concert by the Southern Pacific Shops Band under the leadership of J. E. Weida.

H. C. Venter, general foreman of locomotive department, introduced Mr. Burnham and Mr. Kelly of the Baldwin Works. Mr. Venter said that the Baldwin name plate on a locomotive was to a locomotive the same as sterling stamp on silverware.

He also mentioned that the Baldwin Locomotive Works employs 23,000 workmen, and has a production of 3,500 locomotives per year, an average production of 9.7 locomotives per calender day. This company has just completed its 50,000th locomotive. The Baldwin Locomotive Works manufactures locomotives for nearly every country in the world.

The two plants and their immediate surroundings were brought before the audience by panorama pictures of the various buildings, interior and exterior, storage yards with their unlimited supply of finished and raw materials, enough to build many locomotives.

Pictures showed the manufacture of a large locomotive cylinder from the time the pattern was taken to the foundry, through all the various operations at the foundry and machine shops, until it was placed on the jacks on the erecting floor to receive the frames for the start of another locomotive.

The machine operations necessary to produce each separate part of the locomotive other than the cylinder were then shown, from the construction of the most difficult sheets of the boiler; which were forged on large hydraulic presses, to the untold number of other parts necessary to build the locomotive.

After the machine work was shown the process of erecting the locomotive was demonstrated, showing what degree of organization the Baldwin Company have reached in order to become the world's greatest builders of locomotives.

A great many of the employes who attended were a little disappointed in the methods of machining the various parts of the locomotive, having seen the same operations in their shops at Sacramento. "Only by seeing such a picture can we realize," said one employe "how thoroughly equipped is our shop here to handle the work necessary to build locomotives. Practically every method shown in the picture of the Baldwin Works is duplicated at Sacramento, excepting the use of the large hydraulic presses and a slight difference in erecting."

During the picture the audience were entertained by a jazz band composed of shop employes, who played all the late popular pieces; and by several violin solos by little 11 year old Rosie Ruscito, the daughter of one of the shop employes.

A word of appreciation must be given officials at Sacramento, especially James Hall, master car repairer, for their efforts in making the assembly a pleasant one.

Retrospection

To J. H. Crawford, Air Foreman Los Angeles Shops

Fond memory dwells on the days gone by,
When you and I were free
From care and woe, in the long ago,
'Mong the boys of the old S. P.
Some blazed a trail in early days
By the force of ambition driven,
And some floated in on the tail of the boom
In eighteen, eighty-seven.

You remember Gregg, our stern M. M.,
Who ruled with an iron rod,
And Belcher, Bradley, Biddle and Wilde,
McKenna, Markey and Todd.
Victorson, Segar, Jeshke and Quinn,
A sterling, loyal crew,
And Riley, Rushton, Ritchie and Lisle,
All shopmates tried and true.

There were Bennett, Phillips, Higgins and Scott,
Opal, LaGrange and Spear,
Sweitzer, Murphy, Bunker and Brown,
All toiling and moiling here;
Flannery, Williams, Sanborn, Leach,
Weaver, Timmons, Malone,
Hathaway, Pfeifer, Russel and Sholts,
Each staunch as a wall of stone.

We had Harrington, Levy, Burns, Wilson and Strum,
Conratty, Humphrey and Shiel,
Lawler, Darcy, Bigler and Best,
Connor, Corbett and Neale;
Crowley, Travers, Ankey and Gibbs,
Carter, Campbell, Gabriel
And Capro, who lead a Salvation corps,
Which showed a Christian's zeal.

I see a few of the good old guard
In the ranks of their crafts today,
While some are exploring other fields,
But the many have passed away.
May those who are gone have eternal bliss,
While their memory we revere,
And those who remain tread a joyous path
Amid pleasure, peace and cheer.

By T. J. McGonigle

T. J. McGonigle, the author of the above, entered the service of the Southern Pacific Company in 1886 and was the Storekeeper at the old Bixes Station Shops when he left the service in 1902. The old timers he names worked in that shop, John Crawford, Air Brake Foreman, at Los Angeles, being one of them. McGonigle returned to the Southern Pacific four years ago and is at present in charge of the time cards and clocks at the Los Angeles Shops.

MORE ABOUT THE TWO NEW S. P. SUPERINTENDENTS

Wm. L. Hack

With the idea that the readers of the Bulletin want to know more about the two men who on October 1, last, dropped the designation "assistant" from their titles and became full fledged Superintendents of Divisions, some further facts as to the careers of C. F. Donnatin and William L. Hack are given herewith. Mr. Hack whose photograph was not available when last month's Bulletin, carrying an illustrated item on promotions went to press. Mr. Donnatin's picture was used last month.

Both Mr. Donnatin and Mr. Hack rose from the ranks in the traditional Southern Pacific manner—through hard work and continuous application over a period of years. Both were born in 1880.

Mr. Donnatin entered the service in October, 1894, having left the public school at that time, and served as a Caller until December, 1896. During this time he picked up telegraphy, and accepted on the latter date a position as Operator and Timekeeper with the Construction Department, remaining with that department until March, 1898. Following this period of service he engaged in train service as freight Brakeman, being subsequently promoted to position of Conductor, Yardmaster, Trainmaster and Assistant Superintendent. He held the last named position on the Los Angeles Division up to the time of his promotion to Superintendent of the San Joaquin Division.

After Mr. Hack had received a common school education, he entered the Company's service in July, 1896, as a car cleaner. His service included: Shop service, one year; engine service, roundhouse, two years; road fireman, four years; engineer, ten years; fuel expert on the Los Angeles, Tucson and San Joaquin Divisions, three years; road foreman of engines, Tucson Division, and district road foreman of engines with jurisdiction over the northern district. He was appointed Assistant Superintendent of the Sacramento Division September 1, 1918, retaining that position until promoted to Superintendent of the Salt Lake Division.

"Yes," said the specialist, as he stood at the bedside of the sick purchasing agent, "I can cure you."

"What will it cost?" asked the sick man, faintly.

"Ninety-five dollars."

"You'll have to shade your price a little," replied the purchasing agent. "I have a better bid from the undertaker."—N. Y. Tribune.

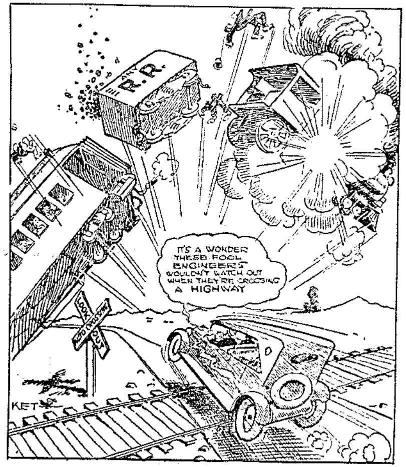
Motorists Disregard Caution At R. R. Crossings

Records Show Alarming Number of Accidents During Past Nine Months. Care Will Reduce Such Accidents to Minimum.

BY R. J. CLANCY,
Assistant to the General Manager

ATTEMPTING to beat a train at a crossing, running into crossing gates, running down crossing flagmen, approaching a crossing at excessive speed, waiting until on the track to shift gear, are practices full of danger to drivers and occupants of automobiles.

In the last nine months, 26 people were killed, 190 injured and 586 automobiles were damaged or destroyed at grade crossings on the Southern Pacific. Of these, 293 ran in front or tried to beat train at the crossing resulting in 20 deaths and 107 injuries; 126 ran into train instead of train striking them, causing 4 deaths and 59 injuries; 76 stalled on the track, largely the result of waiting until on track before shifting gear, causing 2 deaths and 13 injuries; 55 ran into and broke down crossing gates lowered to protect them from approaching train, resulting in 3 injuries; 28 approached the track at such high rate of speed that on seeing train they were unable to stop and skidded or slid into train, resulting in 3 injuries; 5 ran down and injured crossing flagman warning them of an approaching train, resulting in 5 injuries; 3 occurred from miscellaneous causes from which no injury resulted.


R.R.
LOOK OUT
RAILROAD CROSSING
IT'S A WONDER THESE FOOL ENGINEERS WOULDN'T WATCH OUT WHEN THEY'RE CROSSING A HIGHWAY
KET

IT CAN'T BE DONE!

Reprinted from Oakland Tribune of Oct. 8, 1921.

Careless and Reckless

Reports indicate that many of these accidents were due to gross carelessness and in some instances gross recklessness, while in a number of instances lack of experience appeared to be the primary cause. Many approached the crossing at a rate of speed beyond the braking power of their machine, were unable to stop and either ran into the train, ran through and broke down crossing gates or ran down and injured the crossing flagman, and in such instances where they did not run into the train many of them were struck by the train.

An ordinary passenger train running at the permissible speed of 50 miles per hour requires about 1200 feet stopping distance. An automobile running at the same speed requires about 230 feet, provided the brakes are in good order and properly equated, to the weight of the machine. In either event under normal conditions the retarding power of the brakes decreases with increased speed, the distance within which a stop may be made being conditional on the rate of speed and the proportion of brake energy to weight of object.

It is essential to their safety and the safety of other occupants that drivers of automobiles approach a crossing at low speed and look in both directions and listen before attempting to cross, making sure that they may cross safely. If necessary to shift gear this should be done a sufficient distance before reaching the track to make sure engine will not stop and the automobile stall on crossing as many accidents have resulted from shifting gear while crossing the track.

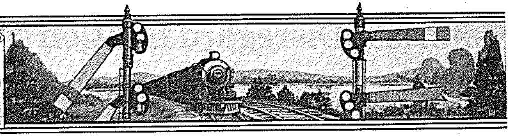
A train moving fast cannot be brought to a stop in much less than 1200 feet. To avoid being struck and injured by a train automobile drivers should approach a crossing at controllable speed, should know that their brakes are serviceable, so as to be able to stop when circumstances require, and never attempt to cross without first making sure they may do so safely. This is particularly essential as applied to auto buses carrying passengers and tank trucks conveying explosive or inflammable liquids. When crossing gates are lowered, when flagmen are in warning position at crossing displaying stop disc or lantern, or when wig-wag and crossing bells are giving warning by vibration and gong, it means a train is approaching and that users of the highway should stop and not attempt to cross until the train has passed.

At crossings where there are two or more tracks after a train has passed, no one should attempt to cross until certain that a train is not approaching the crossing in an opposite direction on one of the other tracks. Crossings affording good range of vision are protected by standard crossing signs, and in such instances all that is necessary to safeguard against accident is the exercise of ordinary precaution, or in other words, look in both directions and listen before attempting to cross.

When running at maximum permissible speed a passenger train approaches a crossing at the rate of 73.3 feet per second and occupies a crossing only about seven seconds. Moving at this speed, if a quarter of a mile away it is also only 18 seconds away. In other words, in 18 seconds it will be at the crossing, so that when the train is seen at this distance or when the gates are lowered, flagman displaying signals, or wig-wag or bell sounding gongs, it means that in a few seconds a train will occupy the crossing, and no better use may be made of this brief interval of time by users of the public highways than to stop until the train has passed.

Considerable favorable comment has been received on the splendid run made by the special livestock train which handled 21 cars of prize stock from the San Francisco Livestock Show to Portland where a similar show was held November 5 to 12 inclusive. The run was made in fast time.

Having read your Bulletin—Pass it along.



"A CAREFUL MAN-
AN ACCURATE WATCH"

DEPARTMENT OF SAFETY

OCTOBER SAFETY MEETINGS

EIGHT safety committee meetings were held during the month of October, attended by 212 committeemen and visitors; 445 safety suggestions were discussed, 10 talks on accident prevention made by committeemen and reports received to the effect that 2686 employes were talked to individually by committeemen on Safety Matters. Details are shown in the following statement:

Supervisor of Safety, J. B. Monahan talked before the Western and Tucson Divisions, Sacramento Division Terminal and Shop, and Sacramento and Los Angeles General Shops and Stores Safety Committees.

Sept. 3, Sacramento Gen. Shops & Stores	37	118	A. H. Morgan V. Donahue
" 11, Sacramento Div. Terminal & Shops	10	65	W. B. Lavine
" 15, Tucson Division	36	36	O. B. Schoenky
" 17, Portland Div. Terminal & Shop	16	23	V. M. Peterson A. C. McClelan
" 17, Los Angeles Gen. Shops & Stores	22	28	R. P. Dixon
" 18, Salt Lake Div. Terminal & Shop	22	66	J. E. Stone
" 27, Steamers	12	65	I. R. Plomgren
" 31, Western Division	57	44	W. E. Blanchard

Nine Months Record of Casualties

Following figures show the standing of the various Divisions, General Shops and Departments at the end of the nine months peroid, based on casualities reported to Interstate Commerce Commission:

Train and Train Service Casualties

Train and Train Service Casualities

DIVISION	Number		Per 1,000,0000,000 Locomotive Miles	
	1921	1920	1921	1920
San Joaquin	22	24	7.82	8.40
Salt Lake	31	46	7.87	10.25
Sacramento	33	46	9.73	11.31
Western	33	39	10.22	10.72
Portland	46	71	12.24	16.65
Coast	45	76	12.51	17.79
Tucson	48	60	13.96	16.20
Stockton	27	29	14.65	14.48
Shasta	40	58	18.04	22.41
Los Angeles	119	166	25.72	34.32
Total	444	590	13.52	16.74

Non-Train Service Casualties

DIVISION, SHOP OR DEPARTMENT	Number		Per 1,000,000,000 Man-Hours	
	1921	1920	1921	1920
Dining Cars	.7	11	2.09	3.08
Portland	74	128	10.86	14.47
Western	84	115	10.99	15.77
Coast	99	140	11.22	12.83
San Joaquin	49	69	11.89	14.11
Shasta	50	60	13.34	12.19
Tuscon	60	89	13.69	9.83
Sacramento	82	70	14.08	10.05
Stockton	41	48	14.44	15.23
Steamers	29	25	15.04	11.76
Salt Lake	111	119	15.64	13.08
Telegraph	3	5	17.12	11.67
District stores	40	76	17.61	27.19
Los Angeles	130	177	20.85	20.37
Los Angeles Shops	85	105	27.37	22.69
Sacramento Shops	154	135	34.73	26.72
Construction	1	7	59.44	20.08
Wood Pres. Works	18	2	112.41	15.16
Total	1117	1381	15.10	14.87

OCTOBER CHANGES IN SAFETY COMMITTEEMEN

Following changes have been made in Safety Committeemen during month of October: W. M. Stillman, Asst. Supt. Sacramento Div. Ter. & Shop, vice W. L. Hack; L. Mayrisch, secretary, Western Division, vice W. R. Ayers; J. B. Blanchard, yardmaster, Shasta Division, vice L. W. Borleski; C. M. Sherman, yardman, Shasta Division, vice W. A. McElhern; Frank L. Fargo, electrician, Sacramento Gen. Shops and Stores, vice Wm. T. Andrew; Nicholas Pine, boilermaker, Sacramento Gen. Shops and Stores, vice Louis Defazio; Luther O. Gosney, machinist, Sacramento Gen. Shops and Stores, vice J. J. Petkovich; Harry Ewing, blacksmith, Sacramento Gen. Shops and Stores, vice Antonio Ruscito; J. S. Gageby, foundry foreman, Sacramento Gen. Shops and Stores, vice Chas. A. Smith; F. G. Samuelson, secretary, Coast Division, vice B. J. Byrne; E. D. Kirk, conductor, Stockton Division, vice E. L. Dikeman.

OCTOBER CASUALTIES SHOW LACK OF CAREFULNESS

CARELESS practices on the part of employes continued during the month of October, and notwithstanding the many safeguards provided, the personal accident list due to carelessness was exceedingly large, although the number was not as large as during the corresponding month of 1920. A few specific instances which could have been avoided are given below:

A brakeman on passenger train, when closing door of smoking car, allowed his thumb to get caught between door and jamb. This accident was the result of careless manner in which door was handled, for if hand was placed on door knob instead of on edge of door injury would not have occurred.

A machinist helper, lifting a cylinder head casing which was greasy, allowed it to slip out of his hand and strike his foot. This injury could have been avoided had he taken the precaution to wipe the grease off before lifting the casing.

A boilermaker, removing a washout plug on engine, sprained wrist account of wrench slipping. This accident was result of careless manner in which wrench was handled. There is no excuse for this class of accident. With wrenches in good condition and of proper size and fit it is simply carelessness on the part of employes who allow themselves to be injured using same.

An engine wiper, getting down from an engine, struck his knee against air brake valve. This is an instance of failure to "watch your step."

A section laborer, while digging a ditch, struck his pick against a stone imbedded in the earth, causing it to glance off and strike his foot. This is a case of failure to firmly grip the pick and thereby control it before it struck his foot. Laborers are continually being instructed in the proper use of tools, yet there are many cases of carelessness.

Two signalmen, riding on motor car, allowed car to derail account of striking a piece of iron jammed in between switch point and main line. This accident was caused by failure to keep sharp lookout for obstructions and to operate car at such speed as to be able to stop in case of trouble.

A carpenter, unloading timbers from push car, allowed one of the timbers to roll over and catch finger. Employes are instructed as to the proper manner of handling materials and failure to observe these instructions is the cause of accidents of this character.

A wiper, standing on ladder cleaning and washing windows in roundhouse, fell to ground account ladder slipping. There were no defects in the ladder that could contribute to the accident and had the injured party taken the precaution to see that ladder was properly placed or blocked accident would not have occured.

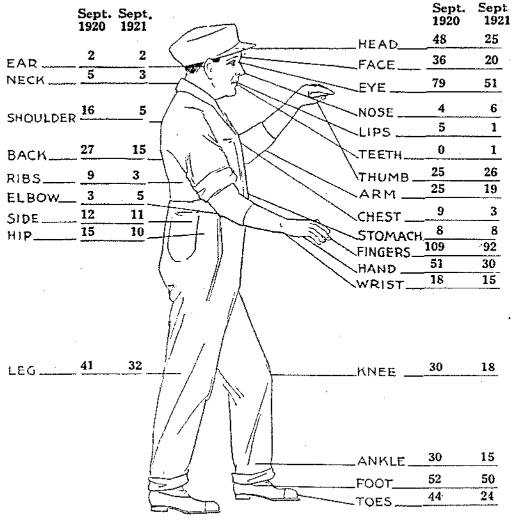
A machinist helper, taking nut off binder bolts of engine, was struck in eye by piece of nut. This accident was due to failure to wear goggles. Goggles are provided by the Company for employes to wear when engaged in work where there is liability of eye injury. There are many cases similar to this where employes are injured through failure to take advantage of safety facilities afforded.

An extra gang laborer attempted to board moving freight train, missed his hold and fell under train. This accident was caused by violation of the rules. Foremen should instruct their men concerning the danger of boarding freight trains in motion and see that practices of this kind are stopped.

Protect This Man!

THE accompanying diagram shows the number of injuries to employes occuring to various portions of the body during the months of September 1920 and 1921, a total of 490 in 1921, compared with 703 in 1920, a decrease of 213 or 30.3 per cent.

Of these casualties 174 were reportable to the Interstate Commerce Commission in September 1921, and 260 in September 1920, a decrease of 94, or 36.1 per cent.



LADDERS AND SCAFFOLDING CAUSE MANY ACCIDENTS

During the year ending September 30, 1920, there were 157 casualties to employes on the System caused by falling from structures, ladders, etc. In a talk on the subject of Scaffolding and Ladders made before the Los Angeles General Shops and Stores Safety Committee, October 17, Boilermaker Roy P. Dixon said:

"The sole object of a scaffold is to build a support for one to stand upon when it is impossible to perform that which one is seeking to do while standing on terra-firma. Now, realizing that we are trying to make something with human hands to answer the same purpose as that which was put there or created by our Supreme Being, why not exercise enough care or thought while endeavoring to accomplish this feat, to see that all bolts used are tight, all uprights safe and large enough to carry whatever load may be required of them for a certain piece of work and so on. Too much care cannot be exercised in the performance of this work, as the best that human hands can build cannot equal or even approach that which all prefer to stand upon, namely, the earth.

"If we would give this matter serious thought we would profit by the experience of others whom we know have fallen from a scaffold improperly constructed. A few more minutes of time and just a little thought would save much suffering and money for the employe and employer.

"The placing of ladders is something else that could be given more attention. One might undertake to ascend a ladder that did not rest as solidly as possible, either on the floor or at the top, and they might think it would not slip until they reached the point they wished to reach, but if the person ascending the ladder would but stop and think that every step they take is but increasing the danger that much more, they would be **sure it could not slip before they started to ascend.** If it slipped while standing on the ground there would be no danger, but if it slipped on the top, the man on the ladder would be helpless in nine cases out of ten."

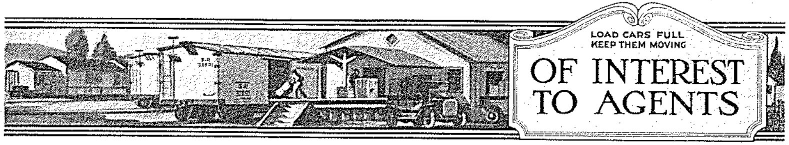
AUTO STAGES SHOULD STOP AT RAILROAD CROSSINGS

Auto stages should be required by state law to come to a dead stop, just as electric cars do, before they cross railroad tracks, according to L. E. Blochman. In an article printed by the Oakland, Cal., Tribune October 30, 1921, Mr. Blochman wrote in part:

"Now does it not occur to anyone that these stages that carry the lives of so many persons at the mercy of one man should be obliged to follow the traffic law that applies to electric cars everywhere in the state when crossing a railroad track, to come to a dead stop and look out on either side of the track for any oncoming trains?

"The next legislature should pass a law forcing drivers to stop at each railroad crossing; in fact, counties should pass such ordinances at once.

"Stage companies pay a very small share towards the upkeep of roads, but the way they drive one would think they own the roads. They also take the passenger traffic from the railroads and pay no taxes for transportation privileges. They should at least be made to obey some traffic regulations, even if immune to taxation."



OF INTEREST TO AGENTS

RAILROADING IS 'THE LIMIT' OUT IN INDIA

Railroading in India is "the limit," according to a clever and interesting letter recently received by Frank E. Batturs, Assistant Passenger Traffic Manager for the Southern Pacific Company, from A. R. Gatter, formerly General Agent for the Company at Phoenix, Ariz. Taking advantage of the traveling made necessary by his important connection with a linotype manufacturing company, Mr. Gatter, it appears, is advertising Phoenix around the world.

Writing from Calcutta, he says in part:

"Railroading out here is the limit. The equipment is very comfortable but as far as service is concerned, they don't know what that word means. In the diners the same table linen is used from breakfast until dinner inclusive so the only chance for a passenger to get clean linen is to carry their own or be first in the dining car for breakfast. No bed linen is furnished in the sleeping car, each passenger carrying a 'bedding roll.' I have one and believe I shall bring it home as a trophy.

"What we call a switch engine, they call a 'shunting engine.' A switch is called a 'point' and a switchman is called a 'pointman.' What we call a dump car, they call a 'tipping wagon' and so on.

"I expect to be in San Francisco for a short time for as you may well imagine both Mrs. G. and I will have to get some new clothes. And that reminds me of how often in Vancouver, as well in San Francisco, I have watched passengers from an Oriental steamer landing after spending several years out here; and of all the freaks they look the worst!"

Referring to his dog, "Rum," who will be remembered by Mr. Gatter's friends, he says:

"Rum goes with us, as India is a dog's paradise and we can take him right into our compartment. As a matter of fact, it is nothing to see dogs in the dining car as well as in the halls of all hotels."

He tells this funny story:

"At a recent meeting of the Calcutta Rotary Club, I gave 'a very interesting and instructive talk' on Phoenix, Ariz., and after I got through one of the members took me to 1 side, as Ring Lardner would say, and asked me where I read that. I told him, of course, that it was not fiction but fact; and then the poor blighter displayed his ignorance by saying, 'You don't mean to say there is such a bally place as Phoenix. I thought it was the name of a silly bird!' "

COOPERATION WITH SHIPPER BRINGS AGENT PRAISE

A good spirit of co-operation between shipper and the Company is evidenced in letters recently exchanged between The M. W. Kellogg Company of Jersey City, N. J., and Southern Pacific officers. The traffic manager of the shipping company wrote in part:

"We shipped from our plant at Jersey City, N. J., during the course of a year or more, in connection with a large hydro-electric installation we were making at Caliente, Cal., for the Southern California Edison Company, some eighty carloads of pipe and fittings, and we certainly wish to commend the very satisfactory way in which they were taken care of at destination by your Mr. C. E. Mallochwitz, agent at Caliente."

GERMAN TRAINS TO HAVE WIRELESS PHONES

Wireless telephones will be installed on a number of important German express trains, and receiving instruments will be placed in hotels and embassies at Berlin, according to an announcement from that city on August 21. Men experimenting from a moving freight car have been able to converse with friends in Berlin. The tests were made under the observation of engineers, military attaches and diplomatic representatives of the United States and Sweden. Within three weeks it will be possible for travelers on express trains to reserve hotel accommodations by the radio phone.

—Railway Review

TWO-YEARS' SENTENCE GIVEN SHIPPER OF EXPLOSIVES

Detecting conditions of a suspicious character, C. C. Lary, agent at Visalia, Cal., and other employes at that point, were recently instrumental in obtaining the arrest of the owner of a suitcase containing explosives which he had shipped from Dinuba to Visalia. In the court proceedings the owner of the suit case was found guilty of violating the law and sentenced to serve two years in the penitentiary.

The Federal law provides heavy penalties for the transportation of explosives and other dangerous articles unless all the requirements prescribed by the regulations of the Interstate Commerce Commission are complied with.

SEE WHAT THE "PIN MONEY" OF COMPANY TOTALS

You have all heard of "pin money." How many officers and employes of the Southern Pacific Company know what is paid out annually for the small insignificant pin which is so largely used in attaching bills and correspondence together?

Recently the Company substituted use of steel pins in place of brass formerly in use at a net saving of 3½ cents per paper of pins. This does not appear large on the face of it, but the total bill for pins on the Southern Pacific System issued by the stationery store for the past four years and 10 months is as follows:

Year	1917....	$ 2,168.25
"	1918....	2,160.60
"	1919....	2,737.80
"	1920....	2,761.99
10 mos. "	1921....	2,107.62
Total	....	$11,936.26

WESTERN OREGON DEVELOPS LARGE FRUIT SECTIONS

A shipment of 51 cars of fruit from the Williamette, Roque and Umpqua river fruit district of Oregon was recently made from Ashland and is the largest single trainload of fruit ever leaving the district.

"This big train and the increased fruit shipments this year," says I. T. Sparks, district freight and passenger agent, "go to prove that western Oregon is fast becoming one of the largest and most successful fruit growing sections of the country." He points out that hundreds of acres of orchards have just come into bearing this year. Sutherlin, for instance, has never shipped out any fruit before, while scores of carloads are leaving that shipping point this year.

The Savage Rapids Dam near Grant's Pass, recently completed and dedicated, will open 12,000 acres to irrigation and develop another extensive fruit section in this territory.

PERMIT LIGHTS TO BURN ONLY WHEN NECESSARY

"With the approach of winter when the days are shorter," says a timely circular from J. W. Fitzgerald, superintendent of the Shasta Division, "electric lights will be required in offices and station buildings a greater portion of the day than during the summer season, especially late afternoons.

"I trust lights will not be permitted to burn except when absolutely necessary."

S. P. COMPANY MOVES HEAVY TONNAGE OF GRAPES

The heavy shipments of grapes from California to eastern points during the past season were well exemplified by the heavy tonnage moved from the Lodi district, one of California's most extensive grape growing districts.

During September 1,928 cars of grapes moved in solid trains from Lodi to Roseville where the cars were placed in the fruit block and sent out quickly to the east. The schedule for grape and green fruit trains from Roseville to Chicago was this year reduced to 154 hours and these trains were successfully held to this schedule.

The movement from Lodi to Brighton, where the cars of grapes are turned over to the Sacramento Division, has been remarkable in the length of trains operated. Thirty trains of grapes were moved from Lodi in one month and each train averaged 64 cars. On September 17 a train of 99 cars of grapes was run between these two points, a distance of thirty miles, in one hour and 15 minutes, without a stop.

QUICK AND EFFICIENT WORK MARKS FIRE HANDLING

Quick, efficient work under adverse circumstances marked the handling of a fire that broke out early on Friday, October 14, 1921, at Summit, Cal., elevation 7,000 feet, on the tip-top of the line over the Sierra Nevada. The flames, fanned by a strong mountain wind, were driven into the massive snow sheds between Summit and Tunnel Six.

The fire gong sounded at Summit at 2:41 a. m. The Summit fire train had water on the west end of the fire in three minutes. The Truckee fire train rushed to its position at the east end of the fire, and the Cisco train supported its western brother.

The fire was under control at 4 a. m. and despite the destruction of 2,500 feet of track, including main line, the loss of snow sheds and much other damage, the main line was open for traffic at 12:45 p. m. the same day. The repairs were made effective in record time under the direction of T. Ahern, superintendent. This was in the face of an impending storm. All connected with the important work were said to have been up to the finest railroad traditions affecting such situations.

PORTLAND S. P. CLUB GIVES ANOTHER MERRY DANCE

The Southern Pacific Club of the Portland Division on October 31 again staged one of its delightful dancing parties. This was held in Christensen's Hall, Portland, and was attended by approximately 450 employes. The dance was on the order of a masquerade ball and hard times party, and all the features were in keeping with the Hallowe'en season. The decorations of the hall and many of the costumes were very ingenious, and a riot of color resulted.

These dances are attended by many employes who do not dance but come to enjoy the music and fellowship.

'Accuracy!'

ACCURACY is the most valuable qualification that any person can possess. The fewer mistakes we make the more valuable we are to our employers and to ourselves. The person who seldom makes an error requires less supervision than one who makes many. The latter cannot be paid as high a salary as the former, because to the latter's salary must be added the extra cost of supervision, plus what is represented by lost time, and claims for errors.

Accuracy is not a gift. No one was ever born with it. It is an acquisition. It can be acquired by any one having some capacity for attention and concentration of thought. Attention is that act of applying the mind to anything. This faculty is developed to a high degree in successful stenographers, court reporters, lawyers, accountants, tellers and others. Persons expecting to succeed in any calling must pay attention, be accurate, and get out of the class requiring maximum supervision, and into the class requiring minimum or no supervision. The faculty of attention and its result or effect, is acquired by practice, by many repetitions of the act of paying attention and being accurate, and is eventually an almost involuntary act.

—Submitted by P. J. Faulkner, Manager Telegraph Office, New York City

ERRORS IN TELEGRAMS PREVENT EFFICIENCY

In no other branch of the railroad service is the value of accuracy so necessary as it is in connection with the work of the telegraph office. The degree of usefulness and efficiency attained by this department is in a large measure directly dependent upon freedom from typographical errors in the important messages which it is expected to transmit quickly and correctly.

In submitting the above article entitled "Accuracy," P. J. Faulkner, manager of the Southern Pacific's telegraph office in New York City, makes the following interesting comment emphasizing the value of accuracy in connection with the work of his department.

"I have just seen a telegram sent to this offie by U. S. mail for transmission over our wires in which the writer had struck the wrong key on the typewriter in writing a car number. He attempted to correct the error by writing another figure on top of the first, making it impossible for us to tell what the car number was intended to be. This necessitated returning the telegram to the writer, 250 miles away, for correction and entailed a delay of 48 hours in final delivery to the addressee."

ONE OF THE TRIPS I TAKE

Sometimes, when business is rather slack,
And I'm sitting here at night,
I get so sleepy I cannot read,
And so tired I cannot write.
So with a good friend, I've known for years
I take a nice long trip.
Sometimes by stage, more often by rail
And again, sometimes by ship.

We start on our trip by "The Sunset Route,"
Through Houston and New Orleans.
And then by steamer to old New York,
Then to Boston, for pork and beans.
And after a short time at "The Hub,"
Some morning we feel a call
To hie away for a pleasant day
In quaint old Montreal.

Then at the end of a perfect day,
We're sadly in need of rest
And we climb aboard the C. P. R.,
For our journey to the west.
Then in due time along the line
A beautiful city we see.
With the straits and the locks, the ships and the docks,
It's old Sault Sainte Marie.

We're on our way a night and a day,
And ah! what city is this?
It's not St Paul, there's no hills at all,
It's Minneapolis.
Here we spend a day then on our way
And in thirty-six hours flat
Our friends we meet, on seventeenth street
At Denver, on the Platte.

We then set sail, by "The U. P. Trail,"
O'er Wyoming's mountains we go.
As the sunset gilds the Wasatch range
We connect with the S. P. Co.,
Then our way we take, o'er the great Salt Lake
We soon will finish our ride.
The cost? not a cent, I only went
On a trip with "The Official Guide."

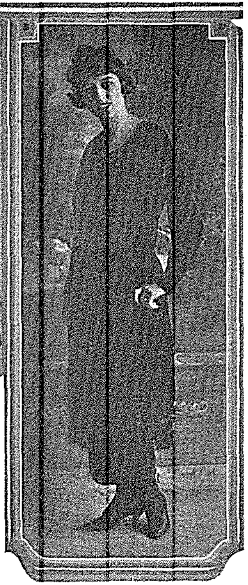
By R. V. Moore,
Agent at Smart. Cal.

They met on the bridge at midnight,
But they'll never meet again.
For one was an east-bound heifer,
And the other a west-bound train.

—S. F. Chronicle.

Having read your Bulletin—Pass it along.

Musicians Form New Society



Miss Helen E. Rogers (above) has been appointed President of the newly formed Orchestra Society at the San Francisco Freight Station, and Miss Lillian Alexander (right) will serve as Concert Director.

AS AN adjunct to the San Francisco Freight Station Orchestra, an Orchestra Society has been started among the employes of this department. Choral, dramatic and physical culture classes are to be conducted for, not alone employes of the freight station, but those of other departments who are interested in this kind of recreational and educational work.

Another feature recently organized, and also an outgrowth of the orchestra organization, is a Ladies' Auxiliary. The intention is that it shall work in conjunction with the new classes before named. The officers of this organization are: Miss Helen E. Rogers, president; Misses Mabel Brown and Helen McEntee, vice-presidents; Miss Elsie M. Beckert, secretary and Miss Lilian Alexander, concert director.

All of these classes are free to Southern Pacific employes until Christmas and those interested should send their names to John Fuery, care of the San Francisco Freight Station, who has been appointed director of the new organization. As many new members as can be consistently cared for will be accepted. Mr. Fuery states that exceptional voices are not an absolute requisite, as an average voice with fair reading ability is acceptable for choral work.

S. P. MEN PRAISED FOR WORK IN REGULATING JITNEYS

Southern Pacific employes who helped to obtain passage of an ordinance regulating commercial motor vehicles at McMinnville, Ore., have been thanked for their work by E. L. King, Superintendent, Portland Division, in a circular addressed to:

Messrs. R. A. Bland, engineer; H. D. Ryan, engineer; H. C. Hauge, engineer; T. B. Virden, conductor; N. P. Scruggs, brakeman; C. F. Akin, brakeman; J. I. Lafayette, brakeman, Roy Lewis, hostler; H. E. Moel, hostler; G. E. Thompson, hostler; J. P. Humphrey, warehouseman; O. S. Kelly, baggageman; Charles Persyn, section foreman; D. W. Cauthorn, signal maintainer; W. F. Spooner, telegrapher; D. R. Livengood, agent.

Speaking of the organization of employes that did the work, Mr. King wrote: "These associations are doing a wonderful lot of good, not only to the Company and the employes it represents but to the taxpayers of the various communities as well."

BAND AND GLEE CLUB JOIN IN "MUSIC WEEK" AT S. F.

The Southern Pacific band and Glee club of Sacramento shops journeyed to San Francisco on November 6, 1921, for the closing program of the music week given in that city and the treatment received by them was one that will be long remembered.

About 125 members of the two organizations made the trip and upon arrival at the Ferry Building at 11:00 a. m. formed in parade and marched to the St. Francis Hotel where an elaborate luncheon was served. In the afternoon from 2:00 to 3:00 p. m., the band gave a concert in Union Square. After the concert they were taken by autos to the residence of Mayor James Rolph, where an impromptu serenade of several pieces was given. The mayor and Mrs. Rolph were so surprised that it was several minutes before Mr. Rolph could find words to express himself in a short talk to the Sacramento delegation. However, both Mr. and Mrs. Rolph proved themselves equal to the occasion and surprised all present by serving refreshments on the front lawn of their residence.

At 4:00 p. m. the Glee club appeared at the Civic Auditorium and sang before an audience of over 6,000 persons and judging from the applause their efforts were thoroughly appreciated. Solos were also given by Mrs. J. E. Weida, wife of the leader and conductor of the band and Glee club; G. E. Lester and Blair Manchester, ably assisted by Theodore Martin at the pipe organ.

After the concert in the auditorium the two organizations were taken back to the St. Francis Hotel where an elaborate dinner was served. During the course of the dinner the Glee club rendered several selections, closing one of the most elaborate gatherings of musical talent ever assembled on the Pacific Coast.

The members at this time wish to thank, through the Bulletin, the members of the Music Week Committee; with special mention of Mrs. L. Swain, Alexander Stewart and Chester Rosecrans for their invitation and attention shown; also the city of San Francisco for its cordial welcome.

CALIFORNIA HAS LOFTY MOUNTAIN PEAKS

At least 60 mountains in California rise more than 13,000 feet above sea level, but they stand amid a wealth of mountain scenery so rich and varied that they are not considered sufficiently noteworthy to be named, according to the United States Geological Survey, Department of the Interior. Yet if any one of these unnamed mountain peaks were in the eastern part of the United States it would be visited annually by millions of people. But California has 70 additional mountain peaks more than 13,000 feet high that have been named, or 130 in all, as well as a dozen that rise above 14,000 feet.
—National Tribune.

'THREE BUSINESS GIANTS FOR WHOM I WORKED'

(Continued from Page 8)

was the president of Morgan's Louisiana and Texas, and the active manager of the property. One of my earliest recollections, when a very small boy, is the sight of Mr. Hutchinson on a speckled white horse riding by our house at half past six in the morning on his way to work.

After I had been roadmaster for a time I asked the superintendent—who was my direct superior and to whom I reported—what opportunity there was for advancement. He promptly told me that there was no opportunity, that he was going to take a man from the outside as general roadmaster.

Naturally, I was discouraged. There is nothing more discouraging and more demoralizing than to see positions in a company filled by imported men, instead of by men who have made their own way up. But there was nothing I could do; and, anyhow, it has never been my habit to complain. It is usually better to leave than to complain.

Imported Talent Vetoed

I scarcely knew Mr. Hutchinson. If I had known him, I should not have said anything to him, because that would only have made matters worse. But Mr. Hutchinson did not believe in importing talent! And when called on to approve the superintendent's intention, he declined to do so. I was made general roadmaster and ultimately chief engineer. Then, as I came closer to him, I was constantly promoted from place to place. When he became general manager of the Southern Pacific's Atlantic System, taking in the lines east of El Paso, Texas, he made me his assistant. Eventually I succeeded him as general manager of the Atlantic System, then became general manager of the whole Southern Pacific System and—without going into details incident to Mr. Harriman's assuming control of the Southern Pacific and consolidating it with the Union Pacific and the subsequent segregation of the two roads—I became chairman of the Executive Committee to the Southern Pacific Company. That is, I am now the chief executive officer of the successor of the railroad company with which I started many years ago.

The opportunity to advance with my original company would not have been presented if that first superintendent had been able to carry out his intention to hire a man from the outside. At the time I was discouraged by what he said. As I look back I am convinced that I had reason to be discouraged. And the point so impressed itself upon me that it is a firm rule with our company not to take ready-made men from the outside. We prefer to make our own and give them the chance.

But it may be asked: "What does this mean to the man now in the ranks? Must he wait until all of those ahead of him have died?"

No; few concerns can live on the seniority rule. Promotion solely by seniority is fatal to progress. Between two men of equal ability, the man longest in the service should fairly have the opportunity. But rigid seniority implies an equality of ability that does not exist. As I said before, many a man reaches his limit and drops out of the race. At the best, promotion is a slow process. But what makes many chafe at the slowness is that they give more thought to the promotion than to their ability to fill higher positions.

Distinguished Service Order

Is Your Name Here?

COAST DIVISION

L. R. Dains, Agent, Redwood Jct., for noticing and immediately reporting a brake beam dragging on a car; took proper steps to stop train. His action is commendable, for if he had not promptly acted probabilities are that an accident would have occurred.

W. H. Hutson, conductor; C. W. Gatton, brakeman, Gilroy, for making temporary repairs to block signal wires, thereby avoiding delay to an important train that was following them; information was transmitted to signal maintainer who made permanent repairs.

E. B. Walling, agent; E. H. Tuley, engineer; W. P. Kuhl, fireman; W. W. Kraft, engine watchman, Lompoc, for assisting in getting an engine ready to take passenger train forward on which engine had failed. The energy displayed by each of these men reduced the delay to the train getting to destination.

Chas. Sheehan, fireman, San Jose, for valuable assistance rendered in getting extra passenger train through a terminal by changing engine indicators and otherwise assisting engine crews.

R. C. Hager, W. T. Quinn, Fred Schemmer, T. B. Davis, A. P. Bakich, car inspectors, Watsonville Jct., for promptly replacing broken arch bar on a car of important freight; active performance in making repairs, enabled this Company to let car go forward on connection instead of car being held over for following train.

L. C. Francis, signal foreman, Train 75, for getting out of bed when he heard engine whistle calling for flags to go out in both directions. He investigated and found two broken bond wires which he promptly repaired so as to avoid delay to other trains; this man's zeal in attending to business indicated that he is alive at critical times.

F. W. Corey, conductor, Redwood City, for proper action taken by stopping train to find out cause of heavy jar which he felt while train was running over frog. Investigation developed that a large nut had lodged in the frog, causing the disturbance. The nut was taken out and hazard of accident removed.

Thos. Duignan, section foreman, Serrano, while traveling over the road with hand car located a piece of wheel flange about six inches long along side of rail and after carefully examining same, concluded very recent break and called up train dispatcher, reporting the find. There is no doubt but what an accident would have occurred had the section foreman not acted promptly after discovering piece of flange.

Al Feldt, Tel. operator, Salinas, for prompt and efficient action to prevent spread of fire, calling crews, etc., to assist in eliminating the hazard. His action is commendable as if he did not act promptly considerable damage would have occurred.

W. R. Wilder, conductor; E. L. Murdock, brakeman; Capitan, for diligently working on the matter of brassing standard sleeper, train being detained by hot box; their excellent work prevented serious delay to an important passenger train to which the sleeper was attached.

W. G. Ryan, roadmaster's clerk, for prompt action when notified by operator of fire on right of way; he boarded a passenger train which was pulling out of yard as he received the report; arranged for engineer to stop and pick up regular and extra gangs and had them at scene of fire 15 minutes after same was reported; fire was gotten under control with minimum damage to Company property due to this man's prompt action.

TUCSON DIVISION

S. P. Harris, Engineer and E. H. Barnes, Fireman for extinguishing fire in rubbish car, thereby avoiding excessive damage to Company property.

L. J. Murphree, Engineer, L. L. Moore, Fireman, R. T. Quint, Conductor, C. W. Mullins, H. B. Burgess and R. S. New, Brakemen, for the prompt and efficient manner in which they extinguished a fire in a car of paints and chemicals.

A. Swift and H. H. Mellamy, Brakemen, for meritorious service performed in work train service in performing work not in connection with their own duties, which materially assisted in the completion of the work.

H. H. McIllroy, Conductor, and W. H. Gladdon, R. Freman and R. B. Simmons, Brakemen, for the efficient manner in which they performed their duties when trouble was being experienced with engine of train.

V. F. Frizzell, Conductor, D. B. Ross and A. Swift, Brakemen, A. C. Caster, Engineer, and T. H. Mims, Fireman, for meritorious service performed in work train service in performing work not in connection with their own duties, which materially assisted in the completion of the work.

A. L. Pixley, Operator, for his close inspection of passing train which resulted in his discovery of brake sticking on car in train and notifying the conductor to this effect, which permitted the train to be stopped and defect corrected.

L. E. Greer, Operator, for close inspection of passing train and passing signal to train crew when defect noted, which permitted the crew to correct the defect.

G. C. Marks and R. T. Beedle, Brakemen, for close inspection of train other than their own, which resulted in the discovery of sand board down. They gave necessary stop signals, car was set out and possible accident averted.

H. D. Guerry, Conductor, J. C. Harter, L. E. Brown and C. V. McBryde, Brakemen, E. W. Goodlander, Engineer, and F. E. Neild, Fireman, for unusual efforts in assisting to clear the main track for passenger train, when freight train broke in two.

W. G. Willis, Brakeman, for careful inspection of train other than his own which resulted in the discovery of broken arch bar on freight car.

C. D. Mast, Brakeman, for the interest he took in sending word by a passing automobile to the section forces that his train had a car derailed.

Frank Earl, Engineer, and W. C. Hughes and C. H. Sollars, Brakeman, for the aid they gave engineer of freight train, whose engine had broken side rod.

Paul Hamilton, Machinist, for the assistance rendered when radius bar broke on engine while handling passenger train. In this instance employe was on vacation and offered his services.

SHASTA DIVISION

J. Nevins, Steam Shovel Engineer, Kennet; and J. J. Telling, Craneman, Kennet, for very valuable assistance rendered in effecting repairs to work train engine, such assistance permitting engine to remain in service at a time when we were short of power. The fact that this was entirely voluntary on their part and that it was a very stormy night makes this indeed worthy of commendation.

F. M. Hall, Brakeman, Lamoine, for volunteering his services to fire engine to terminal account regular fireman having been on duty sixteen hours and no fireman to relieve him, this brakeman deadheading on the train and would have been delayed but for his assistance the train would have been seriously delayed.

Wm. Newstrom, Extra Gang Foreman, for close observance of passing train resulting in having noticed the loss of a bolt from rocker arm on engine, stopping the train, recovering the bolt and delivering to engineer. The close observance in this instance no doubt averted an accident, and such splendid interest and attention to duty on the part of employes is indeed commendable.

A. DelaMontanya, Brakeman, Grass Lake, for the creditable work performed at time of serious water shortage, he having got down in water tank and removed foreign substance from the valve.

J. E. Hanratty, Engineer, Weed, for his spirit of co-operation displayed when he volunteered to call a crew at a time when roundhouse foreman was very busy, thereby helping the roundhouse foreman out considerably.

J. H. Swaggart, Conductor, Kennet; and A. L. Shoupe, Fireman, Kennet, for splendid assistance rendered crew on passenger train when they experienced difficulty account hot journal on car, the conductor for securing oil and doping box while conductor in charge of train obtained his orders, and the fireman, who was a passenger on the train, for materially assisting in looking after this hot journal. This service was entirely voluntary on their part.

M. Ferrari, Fireman, Siskiyou; and J. A. McDouough, Fireman, Siskiyou, for valuable assistance rendered another crew at time of break-in-two, by immediately securing and replacing broken knuckle, such assistance materially reducing delay to that and following train.

J. W. Mecum, Foreman, Near Delta, for discovering brake beam dragging under car in passing train, promptly giving stop signal to train crew that same might be stopped and repairs effected. Such close attention on the part of this employe no doubt averted an accident.

F. J. Porter, Conductor, Train 229, for readily consenting to work as fourth brakeman, which enabled the movement of delayed loads, notwithstanding the fact that this man was deadheading to terminal and did not have his working clothes with him.

SALT LAKE DIVISION

Theodore P. Manarus, Car Inspector, Sparks, for courageous action in turning off gas at outlet valve on gas transport car which had become ignited. Gas escaping around this valve stem had caught fire and this Inspector, at a great personal risk, was able to turn the gas off and thus prevent that in car from catching fire, thereby averting an explosion. It is with the greatest pleasure that the Management awards commendation in cases of this kind.

L. A. Sherlock, Fuel Oil Pumper, Sparks, for detecting a car with brake rod badly worn and rubbing on axle, making report of same, and having necessary repairs made. Such alertness is very commendable and is always appreciated by the Management.

LOS ANGELES DIVISION

C. W. Noel, telegrapher, Redlands Jct., for interest displayed in detecting broken brake beam on car in passing train and transmitting necessary signals to train crew, enabling remedy of defect before accident occurred.

G. S. Flanagan, yard clerk, River Sta., for commendable action in observing and promptly removing chain from switch point of switch leading to private industry, then making report of same.

H. Sullivan, conductor, Colton, for observing closely equipment in his train, resulting in his detecting shipment of steel marked for station short of billed destination and pinning note to waybills accordingly.

H. Berlier, engineer, and C. W. Phelps, fireman, Colton, for interest displayed in company's welfare by responding to twenty minute call to help passenger train which had been delayed account engine trouble.

C. C. Maag, signal maintainer, for detecting wheel in passing train with broken flange and transmitting necessary signals to train crew, thus enabling them to set car out and eliminate possibility of an accident.

C. H. Preston and H. B. Foster, Telegraphers, for discovering brake beams dragging on cars in trains passing their station and promptly notifying train crews, enabling the latter to remedy defect.

S. B. Carmichael, Brakeman, Santa Barbara, for discovering piece broken from tread of wheel under car in his train. This close inspection no doubt preventing serious accident.

C. Smith, Brakeman, Zelzah, for discovering broken rail while flagging, possibility of derailment being averted by his close observance.

R. A. Brown, Brakeman, Moorpark, for discovering broken arch bar on car in his train and taking necessary action to eliminate possible derailment.

J. F. Goodekunst, Signal Maintainer, River Station, for discovering casting, which had been broken off car in outbound train, wedged in frog and promptly removing same, thereby eliminating serious hazard.

PORTLAND DIVISION

Fred Reynolds, section foreman, Wolf Creek; interest displayed in flagging passing freight train on which he noticed brake beam dragging. The action in this case no doubt prevented a serious accident, as it developed that a piece of flange was broken from the wheel on car which had brake beam dragging.

Virgil Winkelman, section foreman, Hugo; for watchfulness and interest displayed in notifying Roadmaster's Office of finding a piece of broken flange, which resulted in train being notified, car located and set out.

Virgil Winkelman, section foreman, Hugo; for noticing brake beam dragging from car in passing train, flagging same, enabling repairs to be made, no doubt preventing an accident.

O. D. McAllister, conductor, Roseburg; noticing broken rail as his caboose passed over it, dropped off flagman to flag passenger train and notified crew of broken rail. Such vigilence is highly commendable.

M. D. Underhill, conductor, Thornburg, W. J. Hicks, brakeman, Thornburg; for volunteering assistance rendered engineer in repairing broken down engine, thereby saving considerable delay to train.

F. F. Brand, brakeman, Wilbur; for initiative displayed in protecting train which was stopped by broken rail by flagging to the next station in order to save least possible delay to important passenger train.

H. R. Rix, engineer, Brooklyn, Oscar Schuable, signalman, Oswego; for valuable assistance rendered to engine crew in disconnecting engine, which had broken down in train on which they were passengers. Assistance rendered in this case saved delay to train.

H. L. Arey, H. V. Mercier, H. F. Wilde, D. S. Warnock, Engineers; H. H. Arey, M. E. Hammer, M. T. Muldoon, firemen; A. A. Vallier, hostler; I. D. Simon, brakeman; H. E. Hinshaw, operator, Timber; for cooperation manifested and assistance rendered in removing cars from fire hazard and fighting fire during destruction of lumber mill by fire adjacent to track. Action taken by employes in this case saved considerable loss to the company.

T. B. Virden, conductor; M. V. Crocker, engineer; C. F. Akin, brakeman; V. Q. Hales, brakeman, Jones; for stopping train and extinguishing fire observed on right of way before any damage had been done. Pleased to note interest displayed in protecting company's property from damage, as was done in this instance.

F. L. Johnson, engineer, Glendale; for willingness manifested to assist in extinguishing fire near Company buildings when called upon by Roadmaster.

J. E. McCarter, conductor, A. V. Cole, brakeman, Barlow; for extinguishing fire discovered in car, thereby preventing destruction of same and being means of saving destruction to other property and considerable damage.

W. F. Jolliffe, car repairer, Reedville; for valuable asistance rendered to engine crew in disconnecting engine which had broken down in passenger train on which he was a passenger. Willingness manifested is much appreciated.

H. J. Hockmuth, blacksmith, Brooklyn; for prompt action in extinguishing blaze when fellow worker's clothes caught fire from spray from gasoline torch. Presence of mind in this case prevented severe personal injury.

Howard Hazen, hostler, Yaquina; for repairing oil standpipe so that train could take oil, thus avoiding delay to train by having to send for pipe man to make repairs.

Richard Klemm, Clerk Warehouseman, Roseburg, for interest displayed in securing routing of shipments favorable to our lines. It is hoped that employes will exercise activity along this line.

Chas E. Staley, Brakeman, Roseburg; T. O. Henderson, Section Foreman, E. Milwaukie; C. C. Byrd, Section Foreman, Winchester, noticed brake beam down on passing trains and took immediate steps to have train stopped and repairs made.

M. A. Richardson, Engineer; J. Kooreman, Engine Watchman; Claude E. Smith, brakeman; F. M. Parrish, Conductor. for valuable assistance rendered helping to rerail and derailed engine, minimizing delay to trains. Action in this case very commendable and appreciated.

A. R. Eaton and W. B. Custer, Car Checkers, for vigilance in inspection made of carload of valuable perishable shipment received from connecting line, which resulted in discovering load shifted and reporting damage, enabling transfer to be made and proper exceptions noted, thereby relieving the company from participating in claim which may result.

STOCKTON DIVISION

A. F. Olsen, Section Foreman; A. L. Campbell, Extra Gang Foreman; C. G. Dietrich, Operator, and E. H. Crowthers, Agent, for interest displayed in discovering dragging brake beams under passing trains and making arrangements to stop trains, thereby, avoiding hazard of accident. This kind of work on the part of employes is appreciated and shows an interest in the welfare of the company.

J. E. Crowell, Towerman, for interest displayed in discovering and reporting a broken rail. Towerman has made a practice of carefully examining rail and fittings and other equipment. Such action on the part of towerman is indeed commendable.

ALL RAILROAD EMPLOYES ARE NEEDED IN SAFETY WORK

"Without for a moment minimizing safety in general," stated J. E. Stone, Assistant Master Mechanic, Salt Lake Division, in a talk at a recent safety meeting, "we wish to emphasize the value of safety rules and safety equipment in particular. The records of the safety movements speak for themselves as to what can be done through organized effort. The railroad buys the best equipment where the question of safety is involved, therefore we urge upon the employe of the railroad to keep contiually in mind the facts that even the best of equipment will wear out—hence the imperative need of good inspection.

"A very vital part of safety is safety equipment. This equipment may be all that its name implies when it is new, and yet years of service or even months of service may decrease its efficiency as to safety appliance. This but adds emphasis to the fact that employes of the railroad should watch equipment and watch it carefully, having in mind that a safety appliance is of just as great importance as anything else connected with the safety movement.

"The President, General Manager, the Superintendent of Motive Power, or the Chief Engineer, and other officials of the road are not in position where they can see every day each mile of track, each car or engine as it goes over the road, or each little part of the equipment of cars or engines. That is the business of our car and engine inspectors or any other employe. Upon the employe must the management depend for watching equipment and seeing to it that not only is equipment repaired at the proper time in order to avoid delays to traffic and to insure economical operation, but also the employe must see to it that safety equipment is in condition at all times, that it is always maintained as safety equipment.

"By the very nature of railroading, tremendous responsibility rests not only upon the officials, but upon all employes and each and every man must be counted upon to do his whole duty if the S. P. Lines are to be operated up to the highest grade of efficiency.

"Many an employe on the railroad holding a very minor position stands related in the importance of his work for the railroad, very much as the solitary sentinel on the outskirts of an army encampment. He is only a private who stands guard but on his faithfulness depends the safety of every man in that camp, and faithfulness in this sense includes a great many things. Faithfulness on the part of the sentinel means more than merely standing where he is stationed. A wooden Indian could perform that duty. The sentinel must be alert; he must be awake; he must be 'on the job' every minute. The same is true of every railroad employe if the safety equipment on our road is to be kept and maintained unto the highest efficiency.

"There are manv industries where the work of the rank and file of the employee is not of as great importance as the work of his superior officer. This, however, is not true in railroading. The man who inspects the locomotive or car in the terminal, or the outgoing trains, the man who cares for a signal lamp, or the man who walks ties as a track inspector, is every bit as important a man as the Superintendent on the railroad. Just as important because in his keeping is not only the safety of the property of the Company for whom he is working, but also in his keeping is the safety of the human beings who travel back and forth upon our road. There are many things of importance, but the safeguarding of human life is of more importance than all else."

That Much Settled

"Uncle, what did that mule try to do to you?"

"I don't know, boss," said the old negro, who was feeling himself all over to find out where he was hurt, "but de minute dat mule h'isted his heels I knew he warn't tryin' to do me no favor."—Birmingham Age-Herald.

Baggage Brieflets

By E. B. CARSON

General Baggage Agent

The tariff requires that dogs not in crates must be properly muzzled when handled as baggage. These instructions should be carefully observed and care taken that muzzles do not become detached. For further instructions read Circular 140 and Bulletin 193, dated July 20, 1920.

Sufficient care is not being exercised to show on reports and bills baggage "in bond." The Company is subject to heavy fine if any baggage in bond is delivered without inspection by United States customs. Cords and seals should always be closely examined; if broken make notation on report and bills and wire this office full facts. See Bulletin No. 148, dated April 2nd, 1918.

The rainy season will soon be here. See that your facilities for protection of baggage are sufficient; if not, take up with your superintendent at once for correction as baggage belonging to our patrons **must** not be permitted to get wet. A strict observance of this will save much inconvenience and annoyance.

Proper precaution is not being taken by agents and train baggagemen to note condition of baggage when checking and handling and make necessary record of that which is in bad order, as result we are frequently obliged to assume responsibility. This can be avoided by making it a custom to examine all baggage and exerise proper care to note on records.

Owing to labor conditions existing in the east and to the fact that winter is coming on there are many men emigrating to the Pacific Coast. Among these there are bound to be some who would not hesitate to steal baggage, therefore, agents and train baggagemen should use every precaution to protect baggage by not permitting it to remain unprotected at any time.

Increase your baggage storage revenue by allowing no baggage upon which storage is due, to be delivered without necessary collection. This can be done by showing arriving time on original check in a clear legible manner and as soon as storage is due attach storage tag form 3946. Do not wait—put it on immediately. Your hesitation may cause you or others to overlook storage charges when delivery is made.

CARLOADING IN OCTOBER SHOWS AN INCREASE

A slight improvement in freight car loading indicating improved business is shown by the Company's commercial carloading reports for the month of October. During this month 85,953 cars were loaded on the Pacific System, as compared with 82,215 cars in the same month in 1920. The Portland division is responsible for a large part of this increase owing to the increased lumber business in Oregon this year. The Salt Lake, Coast, Stockton and Los Angeles divisions also show increases.

Increased efficiency in carloading is also shown by the report. The average load per car in October, 1921, was 28.3 tons as compared with 26.8 tons in October, 1920, an increase of 1.5 tons per car.

This One is a Poser

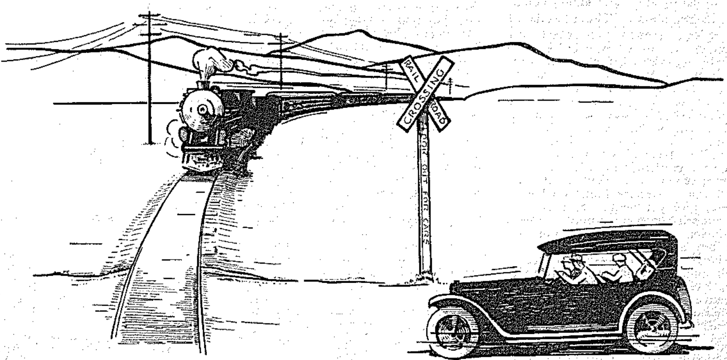
Small boys often ask embarrassing questions. A preacher was addressing the Sunday school and explaining the significance of white.

"Why," he asked, "does a bride desire to be clothed in white at her marriage?" As no one answered, he went on: "Because white stands for joy, and the wedding day is the most joyous occasion in a woman's life."

Immediately a little fellow pi up: "Please, sir, why do the men all wear black?"—Boston Transcript.

WHY GAMBLE WITH DEATH

To Gain a Moment?



A train at usual speed runs one quarter of a mile in 18 seconds

In the first nine months of 1921

76 automobiles stalled on our tracks.
293 tried to beat trains and failed.
154 ran or skidded into trains.
5 ran down crossing flagmen.
55 broke down crossing gates.
26 persons were killed.
190 were injured.

**IF THEY HAD STOPPED
THIS WOULD NOT HAVE HAPPENED**

SOUTHERN PACIFIC COMPANY